United Nations DP/2006/23

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
21 April 2006

Original: English

Annual session 2006
12 to 23 June 2006 Geneva
Item 12 of the provisional agenda
United Nations Capital Development Fund

Results-oriented annual report of the United Nations Capital Development Fund*

Summary

In its decision 2006/4, the Executive Board noted the progress that UNCDF has made in implementing its business plan, 2005-2007, and requested that it report on the status of implementation of the business plan. The present report responds to this request and provides an update on the status of the strategic review and implementation of the business plan. In addition, in line with the UNCDF managing-for-results strategy outlined in the business plan, the report gives a detailed overview of UNCDF performance in 2005 in terms of programme, management and financial results.

*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the current document.

06-32311 (E) 160506

Contents

Chapter		Page
	Introduction	3
I.	Implementation of the business plan	3
	A. Investment plan	3
	B. Business development strategy	3
	C. Managing-for-results strategy	4
	D. Organizational structure, staffing and budgetary arrangements	4
	E. Partnership with UNDP	4
II.	Programme results	5
	A. Performance analysis for sub-goal 1: local development	5
	B. Performance analysis for sub-goal 2: microfinance	5
III.	Management results	9
	C. Performance analysis for sub-goal 3: organizational performance	12
IV.	Financial analysis	12
	Annex	14
	Investment plan, 2006-2007	16

Introduction

1. The United Nations Capital Development Fund (UNCDF) makes investments in the least developed countries (LDCs). Its overall goal is to reduce poverty in the LDCs and to help them achieve the Millennium Development Goals (MDGs). It does so by investing in two practice areas, local development and microfinance, while striving to strengthen organizational performance. The three sub-goals of the UNCDF strategic results framework, as included in the UNCDF business plan 2005-2007, capture these performance dimensions.

2. This report provides an overview of UNCDF performance in 2005 for each of the sub-goals against the background of a rapidly changing internal and external environment. The format has been streamlined, to the extent possible, using the format of for the UNDP multi-year funding framework (MYFF) report. Further, this document responds to Executive Board decision 2006/4 and provides an update on the status of the strategic review and implementation of the business plan.

3. 2005 was a challenging year for UNCDF for several reasons. First, the January 2005 Executive Board decision on the preferred option for the UNCDF business model (decision 2005/5) made it possible to prepare the business plan. The plan was approved by the Executive Board in June 2005 (decision 2005/5). That decision formed the basis for mainstreaming the UNCDF administrative budget as of 2006-2007 into the UNDP biennium support budget, with a formal decision (2005/33) taken at the second regular session of the Executive Board. Internally, the vision outlined in the business plan formed the basis for a change management process that resulted in a substantial reorganization of UNCDF from July 2005 onwards. In August 2005, the new Executive Secretary joined UNCDF. In addition, 2005 was the International Year of Microcredit, for which UNCDF had significant responsibilities for organizing, sponsoring and hosting many of the events and activities.

4. The first chapter of the present report provides a summary of the ongoing progress of UNCDF in implementing the business plan. The three remaining three chapters discuss the programme, management and financial results for 2005.

I. Implementation of the business plan

A. Investment plan

5. In the first quarter of 2006, UNCDF completed a strategic review of the business plan and used its conclusions to prepare a detailed investment plan for 2006-2007 (see annex). The number of LDCs in which the Fund plans to invest by 2007 has increased to 45. In the microfinance practice area, there is an increased interest for UNCDF microfinance support following the International Year of Microcredit and the issuing of the UNDP microfinance policy in January 2006. This included expressions of interest from five LDCs in the Asia and the Pacific region, bringing the total number of LDCs to be covered in the microfinance practice area to 28. In the local development practice area, several programme formulations originally scheduled for 2008-2009 have been advanced, so as to ensure a smooth transitions from the end of the old local development programme to the beginning of the new one, and to respond in a timely fashion to demand from other LDCs.

6. Local economic development is a fast-growing area of UNCDF support, with pilot programmes under formulation in Tanzania, Uganda and Zambia. Emphasis on exploiting more systematically the potential synergies between the two practice areas is resulting in

joint missions and innovations on the ground in countries such as Burundi, Liberia and Zambia.

B. Business development strategy

7. UNCDF is seeking to expand its donor base and improve burden-sharing for non-earmarked resources, both as directed by the Executive Board in January 2006 (decision 2006/4). In early March, 2006, UNCDF presented fundraising materials to 34 Member States in an effort to raise at least $10 million in new non-earmarked resources in both 2006 and 2007. The materials identified specific geographical and thematic areas in which UNCDF is active (such as post-conflict countries and building inclusive financial sectors in Africa) and for which discrete financial support could be provided. While initial responses have been positive, it is expected that the total feedback on the fundraising package will not be known until the Executive Board meets in June 2006.

8. UNDP and UNCDF collaborated with the Member States during the resource mobilization process. Further, UNDP and UNCDF have agreed to adjust the resource mobilization incentive structure at the country level to ensure that resources mobilized for UNCDF are included in the balanced scorecard of the country office concerned. This is particularly important in that the two service lines on which UNDP capacity building support is programmed jointly with UNCDF investment and technical support are among the four largest in terms of UNDP delivery. In addition to its resource mobilization at the Member State level, UNCDF is actively pursuing financial support on a programme basis at the country level.

C. Managing-for-results strategy

9. UNCDF is at the final stage of refining the coherent managing-for-results framework for UNCDF. It is seeking to use systems that are user-friendly and that generate useful, timely information to enable effective management for results. The UNCDF strategic results framework is close to finalization and will be used for reporting on results in 2006 and 2007. It links UNCDF results in the local development and microfinance practice areas to MDG objectives and to the UNDP results framework, and identifies core indicators that can be measured through monitoring and evaluation and used for management and reporting purposes.

10. Over the past year, a closer working relationship has been established between UNCDF and UNDP in monitoring and evaluation. One important result is the common evaluation policy for UNDP and its associated funds and programmes, submitted to the Executive Board for approval at its annual session 2006. Specific criteria for UNCDF regarding the types of evaluation to be conducted and the mandatory evaluation requirements, as well as future management arrangements for evaluation, are being finalized. Further, UNCDF has adopted the UNDP balanced scorecard tool for assessing organizational performance. In 2006 and 2007, other areas for improving the overall accountability framework of UNCDF will be tackled, notably the strengthening of audit planning and reporting.

D. Organizational structure, staffing and budgetary arrangements

11. Consistent with United Nations reform initiatives, UNCDF continued restructuring to achieve greater decentralization and improve its operating efficiency and effectiveness. By April 2006, the streamlining of UNCDF headquarters to focus on strategic functions and management had been largely completed, with the incumbents of two new functions — Operations Adviser and Business Development Adviser — assuming their posts.

12. While staffing levels in New York were down by 34 per cent compared to April 2005, the number of regional level staff tripled over the same period. One unplanned and unfortunate consequence of the change management process has been a deteriorating gender balance at the professional level, which was due to individual decisions largely beyond the control of UNCDF. The Fund has identified this as a key area for attention in terms of human resources management. UNCDF is working with the Office of Human Resources (OHR) to address the issue.

E. Partnership with UNDP

13. The overall partnership between UNDP and UNCDF was strengthened, operationally and financially, in 2005. UNCDF plays a strategic role in 'investing in LDCs,' which is an integral part of UNDP and United Nations efforts to achieve the MDGs in the LDCs. In line with UNCDF geographic expansion plans, the number of joint UNDP/UNCDF programmes grew rapidly during the year, including a joint regional programme for building inclusive financial sectors in Africa. Joint programmes are most common in the UNDP governance and poverty practices, specifically in service lines 2.6 (local governance, decentralization and urban/rural development), and 1.3 (pro-poor initiatives, including microfinance). In addition, the Fund is seeking to formulate joint programmes with the Bureau for Crisis Prevention and Recovery (BCPR) in the crisis prevention and recovery practice, and to work with Regional Bureaux in providing technical support to their microfinance activities.

14. UNCDF moved closer to UNDP physically, by expanding its presence in the UNDP regional service centres in Dakar, Johannesburg and Bangkok, and financially, through UNDP support to UNCDF resource mobilization and through the decision to mainstream the administrative budget of UNCDF for 2006-2007.

15. UNDP and UNCDF are preparing a draft strategic partnership agreement to address a variety of strategic and operational issues between the two organizations. An update on these discussions will be provided at the annual session 2006 of the Executive Board.

II. Programme results

A. Performance analysis for sub-goal 1: local development

16. The UNCDF local development practice area is concerned with building local capacity for, and making investments in, small-scale socio-economic infrastructure and social services. This institutional development concerns all interventions that build human and institutional capacity for local governments to perform their developmental role and, ultimately, deliver capital investment for pro-poor infrastructure and services. In 2005, UNCDF had local development programmes and local development funds in 23 LDCs. Highlights of results in this practice area are:

(a) An independent impact study showed that during a six year period (2000-2006) the local development programme in Timbuktu supported the design and implementation of 419 micro-investments in socio-economic infrastructure in 21 local governments. The bulk of investments were in agriculture, water, livestock, health and education. The investments averaged $8,750 and benefited a total population of about 250,000 people. The study provides details on the direct impact of these projects at the local level.

(b) In Mozambique, the UNDP evaluation report on the assessment of development results highlighted how the UNCDF-led consortium of five donors (the Netherlands, Norway, SDC, UNCDF and UNDP) tested a model for local governance that was scaled

up, replicated and adopted by the Government as official policy. The evaluation singled this out as a 'flagship programme' in the UNDP country portfolio.

(c) In Yemen, UNDCF is supporting the development of a national decentralization strategy within the Ministry of Local Authorities, with all donors pooling their resources into a common basket fund under a single policy framework. Again, in the UNDP assessment of development results for Yemen, this joint UNDP/UNCDF programme was singled out for its success.

(d) Due to the success of the UNCDF project in Sirajganj, the Government of Bangladesh has decided to launch a national local government support programme to roll out the local development programme innovations to all Union Parishads in the country. The Government focus is on using the proven UNCDF methodology to improve public expenditure management and accountability. The $165 million programme will be supported by the Government of Bangladesh ($50 million), the World Bank ($100 million), UNCDF ($2.5 million), and UNDP ($2 million), with co-funding from the European Commission ($10.5 million).

(e) The UNCDF local development practice area published 'Delivering the Goods: A Practitioner's Guide from UNCDF Experience in LDCs' (www.uncdf.org/delivering), which records UNCDF experience and lessons learned in building local government capacity to achieve the MDGs.

(f) A new generation of local development programmes stressing local economic development is currently being launched with formulations in Tanzania, Uganda and Zambia, totalling at least $10 million. Table 1 presents UNCDF performance against the various local development outcomes.

Table 1. Achievements of 2005 targets for the local development practice area

Core results and outcomes	Overall target achievement (%)					Performance achieved
	Asia	E/S Africa	West Africa	Others	Global	
Core result 1: Pilots for public expenditure management infrastructure and service delivery (ISD) successfully implemented						
Outcome 1.1: Effective, participatory assessment of demand for ISD by local governments in UNCDF pilots	83.2	82.1	95.3	75.0	85.5	Fully achieved
Outcome 1.2: Increased expenditure on ISD effectively, equitably and transparently managed by Local gov'ts in UNCDF pilots	74.7	84.5	73.1	*	77.6	Fully achieved
Outcome 1.3: Increased. More effective supply and maintenance of basic socio-economic infrastructure and services by local gov'ts, service providers and local communities in UNCDF pilots	82.5	58.2	60.3	80.3	68.1	Partly achieved
Outcome 1.4: Sustained management of the local natural resource base ensured by local gov'ts in UNCDF pilots	*	*	56.7	69.1	60.4	Partly achieved
Outcome 1.5: Enabling environment for local economic development established by local governments in UNCDF pilots	*	*	*	*	*	*

Core result 2: Pilot models and lessons leveraged for policy impact and replication						
Outcome 1.6: Government amendments to policy/legal/regulatory frameworks reflect lessons from UNCDF pilots	50.0	71.0	33.0	50.0	52.0	Partly achieved
Outcome 1.7: UNCDF pilots scaled up through replication by other funding entities and/or government's own budgetary resources	82.6	75.6	71.5	78.2	76.0	Fully achieved
Total	**80.7**	**75.1**	**71.4**	**75.6**	**75.5**	**Fully achieved**

*Outcomes for which no targets had been set in 2005, but for which targets will be set in 2006 and 2007.

17. The high level of performance in participatory assessment of demand (outcome 1.1) confirms that local development programmes are quite effective in delivering participatory planning mechanisms. Project teams reported increased dynamism among local populations participating actively in the local planning process. As the timely delivery of annual investment plans was a crucial performance prerequisite to accessing funding, new planning approaches in all projects were institutionalized in a relatively short time. Areas of concern remain, such as the quality of plans, their consistency with sectoral and higher-level planning (such as regional, provincial, and poverty-reduction strategies), and the cost-effectiveness of the local planning process. These concerns are increasingly being taken into account in the respective capacity building programmes for local authorities.

18. In 38 per cent of UNCDF projects, a high emphasis on training of women was documented in the area of needs assessment, participatory planning approaches, and monitoring and financial management. In Bangladesh, for example, women's rights awareness campaigns were held; and 44 per cent of the participants in the needs assessment and planning process were women. In 76 per cent of the local development programmes, women's groups and associations were supported with funds to implement small-scale projects, especially for income-generating activities.

19. Performance under outcome 1.2 reflects the issues faced by local authorities in raising their own revenues and integrating these additional resources into the budget process in a transparent manner. The increase in local investments for infrastructure and service delivery is mainly due to an increase in local revenue. Efforts to incorporate more systematically a sound strategy to mobilize local resources, as well as appropriate tools for tax collection, into new local development programmes, are bearing results. In some countries, such as Bangladesh and Guinea, annual local revenue targets for 2005 were exceeded.

20. Capital investment in basic socio-economic infrastructure and access to social services is the expected result of the new 'capacity to perform' of local government systems. The support to these local authorities has provided them with the capacity to facilitate and measure successful performance. Table 2 gives an indication of the efficiency of local government systems to deliver capital investment through local development programmes, while table 3 provides a summary of the beneficiaries of UNCDF local development investments in 2005.

Table 2. Expenditure to types of capital investment – Local development, 2005

Type of investment	No. of projects	Investment (in dollars)	Average unit cost (in dollars)	Percentage of projects
Education	343	1,879,114	5,478	23 %
Health	171	996,970	5,830	12 %
Water supply	385	1,542,188	4,005	18 %
Local government offices, Community facilities	273	1,242,948	4,552	15 %
Markets, agriculture, natural Resources management	1,054	1,901,784	1,804	23 %
6. Roads, bridges, culverts	553	708,167	1,280	9 %
Total	**2,779**	**8,271,171**	**2,976**	**100 %**

21. Though the target for the supply of infrastructure and services (outcome 1.3) was only partially achieved, a total of 493 UNCDF-supported local governments were able to deliver 2,976 small-scale investments at an average cost of $2,976 per investment. These investments benefited about four million people in 23 different LDCs. In comparison with 2004, the total number of investments increased by 12 per cent, with the average value of an investment increasing by 24 per cent. This was largely due to the increased share of education and water projects in the investment portfolio, which have a higher average cost than road projects. The total number of beneficiaries, however, declined by about 13 per cent, notably due to a decreasing share of road projects that in general tend to have a far higher number of beneficiaries per investment. At the same time, the average investment per capita has increased to $2.10.

Table 3. Beneficiaries of UNCDF local development investments – 2005

	No. of Countries	Local gov'ts supported	Avg. local gov'ts per country	No. of projects	Beneficiaries (thousands)
West Africa	7	269	38	1,292	1,096
Eastern/Southern Africa	7	74	10	159	1,700
Asia	6	112	18	1,291	1,050
Others	3	38	12	37	96
Total	**23**	**493**	**21**	**2,779**	**3,942**

22. Education and rural economic activity each constituted 23 per cent of UNCDF investments in 2005. These were followed by water supply (18 per cent), health (12 per cent) and roads, bridges, and culverts (9 per cent). More than 60 per cent of all investments were dedicated to enhancing access to social services and infrastructure. As in 2004, about a quarter of UNCDF investment in 2005 was used for economic capital formation, such as markets, natural resource management and agriculture. These investments contribute directly towards achieving the MDGs at the local level.

23. The limited delivery in natural resource management (outcome 1.4) is due to the fact that such activities are quite complex. They relate to a variety of sensitive issues, such as

traditional versus modern land-pattern ownership, pastoral versus sedentary land uses, and cadastral inventory. In addition, external factors, including drought, forced a reallocation of planned resources in Niger, from longer-term investments in natural resource management to emergency programmes in food security. None of the UNCDF-supported programmes established 2005 targets for local economic development; the first reporting on this outcome will therefore take place in 2006.

24. Performance, in terms of the leveraging of the pilot models for policy impact and replication, was mixed. Outcome 1.6, which was partially achieved, reflects the long gestation period for government amendments to policy and regulatory frameworks. In terms of replication, the performance was fully satisfactory, as indicated in outcome 1.7, with notable successes in Bangladesh, Mozambique, Senegal and Yemen, among other countries.

B. Performance analysis for sub-goal 2: microfinance

25. UNCDF has identified microfinance as an effective means of contributing on a sustainable basis to poverty reduction and the achievement of the MDGs. In 2005, in accordance with the new UNCDF approach to microfinance as set forth in the business plan, UNCDF strengthened its focus on building inclusive financial sectors as its main area of emphasis in the microfinance practice area. The 2005 results-oriented annual report (ROAR) initiates reporting on the new financial sector development approach to building inclusive financial sectors. Highlights of results in this practice area are as follows:

(a) UNCDF approved two new inclusive finance programmes, bringing the number of countries applying its new sector development approach to six, plus one regional support programme for Africa. All the countries are LDCs in Sub-Saharan Africa. Other countries in Africa and Asia have requested UNCDF assistance in 2006 in building an inclusive financial sector;

(b) The International Year of Microcredit, jointly coordinated by UNCDF and the Department of Economic and Social Affairs (DESA) and hosted by UNCDF, was officially completed on 19 November 2005. UNCDF has prepared a final report on the global activities during the year, available on the UNCDF website as of April;

(c) Fourteen countries have improved their policy and enabling environment for microfinance services, with support from UNCDF;

(d) Almost 440,000 people are receiving microfinance services from financial service providers, which include commercial banks, non-bank financial institutions, credit unions, microfinance institutions, community banks, and a variety of other financial services providers supported by UNCDF;

(e) Seventeen out of 19, or 89 per cent, of the financial service providers currently supported by UNCDF have demonstrated a positive trend in financial sustainability.

26. Initial indications of the results of the sector development approach to financial inclusion are encouraging. In late 2004, for example, together with KfW Bankengruppe (Germany), Cordaid (the Netherlands) and UNDP, UNCDF launched a $10.3 million programme to build an inclusive financial sector in Sierra Leone. As part of that programme, investments were made in a variety of financial service providers. The financial service providers supported by the programme have already increased their numbers of active clients from 13,030 to 37,325. This surpasses the programme target of 20,000 for the end 2005 by 87 per cent.

27. As part of the financial sector development approach, UNCDF supported the design of national inclusive finance strategies in the Democratic Republic of the

Congo, Madagascar and Senegal. The process gathered key stakeholders, including the Government (the Prime Minister and the Minister of Finance), Parliament, financial service providers, the Central Bank, donors, and technical service providers in a focused dialogue on financial sector constraints, challenges, opportunities, and the vision going forward. UNCDF facilitated the development of action plans and the design of national support programmes in the three countries, initially co-funded by UNDP and UNCDF, with an invitation to other partners to join. The recent Madagascar country level aid effectiveness review from the Consultative Group to Assist the Poorest (CGAP) noted, "Although it is too early to judge the results, the process has been favourably judged by all the partners, and the content is in accord with good practice principles". Table 4 presents UNCDF performance against the various microfinance outcomes.

28. In terms of outreach (outcome 2.1), there was a 16 percent overall growth in clients, with the growth percentage evenly split between male and female. From a baseline of 379,018 clients in 2004, of which 171,690 were female, the combined clientele of UNCDF-supported financial intermediaries grew to 438,272 by the end of 2005, including 199,352 female clients. Overall, financial service providers in which UNCDF invested added 59,254 clients in 2005. Female clients comprised 45 per cent. The average loan size for these institutions was 55 per cent of GDP per capita in 2005.

29. This increased outreach is based largely on a combination of prior institutional investments by UNCDF and its partners in leading financial service providers in West Africa. It takes into account the reporting from the sector development approach for inclusive finance in Sierra Leone. The first sector programme added 15,363 clients in its first year, 76 per cent of the total clients being female. The average loan size in Sierra Leone is 14 per cent of GDP per capita, reaching poorer people than the overall average.

30. In terms of sustainability (outcome 2.3), more than 50 per cent of the microfinance institutions supported by UNCDF are meeting the international standard of strong portfolio quality (portfolio at risk at 30 days of less than 5 per cent). This level of performance is appropriate for institutions at this stage in their development cycle and is primarily due to (a) high standards set by UNCDF in its performance agreements; and (b) the challenge young financial service providers face in building systems to maintain portfolio quality as they grow rapidly. UNCDF monitors portfolio performance closely and focuses significant capacity building around this issue. Sixteen per cent of the institutions have achieved profitability. These are older institutional investments in West Africa, confirming that UNCDF is taking risk and investing in younger, unproven institutions. The fact that 89 per cent of the financial service providers in which UNCDF has invested demonstrates a positive trend toward sustainability, which is promising, and is a strong indication of the future sustainability of these institutions.

31. The high percentage (92 per cent) of countries with supporting industry infrastructure (outcome 2.4), primarily FSP associations and networks, reflects the recognition of financial service providers of the importance of collaboration to establish good practices in countries new to microfinance. The low percentage (63 per cent) of financial service providers with industry standard audits or ratings (outcome 2.5) similarly reflects the niche where UNCDF is working. That niche consists almost exclusively of countries at the start-up or emerging phase of sector development, including post-conflict countries. For example, in Sierra Leone, the first audit of a financial service provider meeting CGAP-recognized audit standards took place in 2005. It provided a learning experience both for the auditors and for the financial service providers. Future audits for the sector will be based on this newly established standard.

Table 4. Achievements of 2005 targets in the microfinance practice area

Core results and outcomes	Overall target achievement (%)	Performance achieved
Core result: established sustainable retail intermediaries providing a range of financial services to low income households		
Outcome 2.1: Increased outreach of UNCDF-supported financial intermediaries to low-income households	16 % overall growth	Fully achieved
Outcome 2.2: Increased breadth and depth of services provided by UNCDF-supported financial intermediaries to low income households	**	**
Outcome 2.3: Increased sustainability and efficiency of UNCDF-supported financial intermediaries serving low-income households	17/19 financial service providers, or 89% (trend: profitability) 10/19 financial service providers, or 53% (portfolio quality)	Fully achieved Partly achieved
Core result: supporting industry infrastructure for delivery of financial services to low-income households established		
Outcome 2.4: Local financial-sector supporting infrastructure in place	11/12 countries, or 92%	Fully achieved
Outcome 2.5: Increased visibility and transparency of UNCDF-supported financial institutions	12/19 financial service providers, or 63%	Partly achieved
Core result: Enabling environment for building inclusive financial sectors fostered		
Outcome 2.6: Increased capacity of government to support conducive policy environment for an inclusive financial sector	14/15 countries or 93% (2.6 and 2.7 combined)	Fully achieved
Outcome 2.7: Increased capacity of regulatory and supervisory authorities to develop conducive legal framework for an inclusive financial sector		Fully achieved
Outcome 2.8: Nationally-owned government and donor strategies exist in support of building inclusive financial sectors	10/15 countries or 67%	Partly achieved
Total		**Fully achieved**

* Reporting on indicator 2.2 will be captured by the national household surveys that UNCDF will carry out in partnership with the World Bank under the data project. Reporting of results will take place after baseline and follow-up surveys have been completed.

32. The UNCDF sector development approach builds the capacity of national policymakers to develop national strategies for inclusive financial sectors. A constraints-based approach to policy issues builds the capacity of policymakers to identify constraints to an inclusive financial sector and to then remove the most serious ones. Almost all th countries assisted made immediate improvements in their enabling environment (outcome 2.6), a result achieved through training and capacity-building of regulatory and supervisor authorities (outcome 2.7). Over two-thirds have developed joint government and donor strategies (outcome 2.8). This percentage will increase as more countries complete their consultative processes. In six countries the implementation of the action plans has commenced.

International Year of Microcredit (2005)

33. In 2003 the General Assembly designated UNCDF, together with DESA, to serve as the focal point to coordinate the activities of the International Year of Microcredit (2005). The year provided an opportunity to highlight the contribution of microfinance to the MDGs and the building of inclusive financial sectors. In 2005, more than 100 Member States participated in activities associated with the International Year of Microcredit, and

62 Member States established national committees to support activities related to the year. More than 350 conferences and events were held around the world, and more than 100 academic institutions hosted seminars and conducted research on microfinance. Finally, more than 700 people attended a highly focused series of discussions on microfinance and issues related to inclusive financial sectors at a two-day conference and conclusion of the year from 7-9 November 2005 at United Nations headquarters. Other advocacy activities included the Global Micro-entrepreneurship Awards programme, which organized 30 national contests to identify and honour low-income entrepreneurs.

34. Two substantive projects related to the year were carried out in partnership with the Bretton Woods Institutions, the Financing for Development Office of DESA, the International Fund for Agricultural Development, the International Labour Organization, and UNCDF. UNCDF facilitated a multi-stakeholder consultative process that brought together national governments, central banks, various financial institution supervisory bodies, multilateral institutions, civil society, the private sector and stakeholders in the microfinance industry to consider global issues and challenges related to inclusive finance. The result was a tool and guide for global policymakers, the 'Blue Book on Building Inclusive Financial Sectors for Development'. This book, commonly referred to as the 'Blue Book', is available at www.uncdf.org/bluebook/, available in printed form as of May 2006.

35. The data project, another important initiative begun during the International Year of Microcredit, brought together expert statisticians and researchers from the Bretton Woods Institutions, the United Nations, governments, the Central Bank of West African States, a variety of development agencies, and the private sector, to address data gaps and to anticipate future data needs with respect to inclusive finance. The data project built a consensus on the best ways to benchmark how many people have access to financial services, particularly in poor countries; to ascertain the quality of that access; and to begin the process of developing a global index of financial inclusiveness.

36. UNCDF serves as the policy and technical advisor to the UNDP family to ensure consistent application of best microfinance practices. UNCDF developed an action plan to follow up on the recommendations to UNDP from the CGAP peer and portfolio review processes. The action plan was approved by the UNDP Executive Team, and the new UNDP microfinance policy has been communicated to all staff. As part of the implementation of this policy, UNCDF works closely with UNDP to ensure the quality of UNDP microfinance programmes and projects.

III. Management results

C. Performance analysis for sub-goal 3: organizational performance

37. In the second half of 2005, UNCDF developed a performance framework for measuring organizational performance. The framework uses the UNDP balanced scorecard for country offices as a starting point. As is the case for UNDP, performance is measured according to four different perspectives: learning and growth, client satisfaction, internal efficiency and financial resources. For each perspective a number of strategic objectives has been identified, which correspond to the UNCDF management plan, as well as indicators to measure success and performance targets. For some strategic objectives, indicators are still under development, while for others no 2005 targets were set. As a result, only limited reporting is possible for 2005. In each case, targets will be set and results will be available and utilized in 2006 and 2007.

38. Table 5 provides an overview of 2005 results on organizational performance. The overview contains about half of the strategic objectives and indicators used in the UNCDF balanced scorecard, the balance being used mainly for internal management purposes.

Table 5. Achievement of 2005 targets for organizational performance[1]

Perspective	Strategic objective	Indicator	2005 target	2005 result
Learning and growth	Expand geographically to more LDCs, including post-conflict LDCs	LDCs with UNCDF programmes (> $50,000 investment/year)	28 LDCs	26 LDCs
		Post-conflict LDCs with UNCDF programmes	14 LDCs	13 LDCs
	Increase average investment size	Investment per LDC per year	$ 1 million	$ 0.72 m
Client satisfaction	Improve strategic partnership with UNDP and the rest of the United Nations system	UNDP country office satisfaction with overall quality of partnership with UNCDF	75%	73%
Internal efficiency	Increase staff at regional and country level to be closer to clients and investments	Ratio of professional staff posted at country and regional levels	No target	63%
	Strengthen United Nations coordination	Integration of UNCDF in United Nations country-level programming framework	No target	26 LDCs
	Improve efficiency of delivery	Administrative-to-total-expenditure ratio	26%	32%
		UNDP country office satisfaction with timeliness of operational support	No target	64 %
	Strengthen 'people management'	Staff perception	No target	65%
Financial resources	Achieve resource mobilization targets	Core resources mobilized	$13 million	$10.7 m*
		Non-core resources mobilized	$12 million	$10.1 million
	Ensure delivery against plan	Delivery against approved annual spending limits	No target	74%

** Includes a 2005 core contribution of $1.2 million, which was paid in December 2005 but only recorded as income in January 2006.*

39. In 2005, UNCDF had ongoing programmes with investments of $50,000 or more in 26 LDCs, half of which were post-conflict LDCs. The average expenditures per LDC reached only $0.72 million, mainly due to a lower-than-planned overall programme delivery in the local development and microfinance practice areas. Delivery was especially low in the first half of the year, when UNCDF was deeply involved in its change management process. That process required that staff time be taken away from normal programme formulation, implementation and monitoring tasks. Programme delivery picked up significantly towards the last quarter, when the broad outlines of the new business model were clear, the business plan was approved, a new Executive Secretary was appointed and the new organizational structure became operational.

40. Overall client satisfaction was good, with a record number of 62 UNDP country offices reporting through the headquarters products and services survey on the overall partnership with UNCDF. Nearly 75 per cent of these offices rated the partnership as good or very good. Additional information on client satisfaction will become available in 2006, when several UNCDF-related questions will be included in the UNDP partnership survey.

[1] Tables 5, 6 and 7 have been adjusted to reflect more accurately actual programme expenditures in 2004 and 2005. This adjustment relates to accounting adjustments between 2004 and 2005 for one country in which UNCDF operates.

Country office satisfaction with the timeliness of UNCDF operational support was somewhat lower than in 2004, at 64 per cent.

41. In the area of internal efficiency, the indicators showed a rapid decentralization of professional staff to be closer to our LDC clients, with almost two-thirds of UNCDF professional staff being posted for the country or regional level by the end of 2005. Staff perception, an indicator used by both UNDP and UNCDF to measure overall staff satisfaction through the global staff survey, stood at 65 per cent, which is about the same as for UNDP headquarters staff (65.75 per cent). This was evidence of the continued commitment of UNCDF staff to its mission and activities, especially taking into account the difficult change management process of 2005.

42. Organizational performance was least satisfactory in the area of financial resources. Despite the continued excellent performance record of UNCDF documented in the yearly ROAR, the 2004 independent impact assessment and other evaluation reports, total core and non-core income reached a level of only about $21 million in 2005, with non-core income approximately equal to core income. With vigorous combined resource mobilization efforts from UNDP and UNCDF, it is hoped that that total income will almost double in 2006 to permit the planned growth in UNCDF investments in more LDCs. Overall delivery against core resources stood at 74 per cent. As indicated previously, programme delivery and the ratio of administrative to programmatic expenses were affected negatively by the impact of change management process. That process took time and resources away from our important work in the field and increased our administrative expenses. Another reason for low programmatic delivery was that most UNCDF-supported projects were either at the end of their implementation cycle or in the early implementation stage.

IV. Financial analysis

43. As indicated above, total core income in 2005 was $10.7 million. This was substantially down from $17.6 million in 2004, and $26.9 million in 2003. This amount was also below actual core expenditures for the year (see table 6), with the gap being funded from cash reserves. If UNCDF is able to mobilize resources as set forth in its business plan, core income and core programme expenditure will again be in balance in 2006 and 2007, both reaching a level of around $18 million.

44. On the expenditure side, there was an upward trend in both core and non-core programme expenditures compared to 2004, with non-core expenditures making up 39 per cent of total programme expenditures. The administrative budget had an exceptionally high level of expenditures in 2005 due to costs associated with the change management process and the fact that all payments for United Nations and UNDP services for the 2004-2005 biennium were made in 2005.

Table 6. Expenditure trends, 2001-2005 [2]

Expenditures	2001	2002	2003	2004	2005
Programme expenditures	$36.5	$23.7	$16.7	$18.1	$22.1
- of which core	34.9	21.5	10.8	12.5	13.5
- of which non-core	1.6	2.2	5.9	5.6	8.6
Headquarters expenditures	6.0	5.5	6.2	5.3	6.7
Total	**$42.5**	**$29.2**	**$22.9**	**$23.4**	**$28.8**

45. Table 7 shows that in 2005 the Africa region again accounted for more than 80 per cent of total UNCDF expenditures at the field level, thus continuing the programme expenditure pattern of previous years. Further, the table shows that UNCDF spent $2.5 million of mainly non-core resources on activities related to the International Year of Microcredit.

Table 7. Programme expenditures per region and per practice area (in millions of dollars) [3]

Regions/specific purposes	Local development	Microfinance	Total
Africa	$14.9	$1.8	$16.7
Asia	0.8	0.0	0.8
Arab States	0.2	0.2	0.4
Latin America	1.0	0.0	1.0
R&D/Evaluation	0.6	0.1	0.7
Year of Microcredit	0.0	2.5	2.5
Total	**$17.5**	**$4.6**	**$22.1**

[2] See note 1.
[3] See note 1.

Annex. Investment plan, 2006-2007

Africa	2006 (in dollars)	2007 (in dollars)
Angola	333,000	798,000
Benin	830,000	1,700,000
Burkina Faso	1,187,033	2,222,967
Burundi	500,000	750,000
Central African Republic	367,000	501,000
Chad	366,000	498,000
Comoros	50,000	350,000
DRC	1,200,000	1,500,000
Eritrea	650,000	400,000
Ethiopia	400,000	400,000
Gambia	40,000	830,000
Guinea	1,100,000	1,130,000
Guinea Bissau	375,000	972,500
Lesotho	150,000	300,000
Liberia	750,000	1,732,000
Madagascar	655,000	1,030,000
Malawi	500,000	1,300,000
Mali	1,500,000	1,500,000
Mauritania	640,000	800,000
Mozambique	3,050,000	3,900,000
Niger	630,000	1,000,000
Rwanda	1,100,000	1,100,000
Senegal	2,125,000	1,800,000
Sierra Leone	696,000	956,491
Togo	861,910	600,909
Uganda	550,000	450,000
Tanzania	400,000	1,550,000
West African States	250,000	200,000
Zambia	250,000	650,000
Total Africa (28 LDCs)	21,505,943	30,921,867

Asia	2006 (in dollars)	2007 (in dollars)
Afghanistan	150,000	700,000
Bangladesh	1,800,000	2,500,000
Bhutan	650,000	700,000
Cambodia	45,000	250,000
Kiribati	-	150,000
Lao PDR	450,000	1,700,000
Maldives	350,000	950,000
Nepal	2,145,000	2,500,000
Samoa	-	150,000
Solomon Islands	400,000	500,000
Timor-Leste	670,000	830,000
Tuvalu	-	150,000
Vanuatu	-	150,000
Total Asia (13 LDCs)	**6,660,000**	**11,230,000**

Arab States	2006 (in dollars)	2007 (in dollars)
Somalia	245,000	800,000
Sudan	635,000	1,450,000
Yemen	1,500,000	800,000
Total Arab States (3 LDCs)	**2,380,000**	**3,050,000**

Latin America and the Caribbean	2006 (in dollars)	2007 (in dollars)
Haiti	1,000,000	1,000,000
Total LAC (One LDC)	**1,000,000**	**1,000,000**

	2006 (in dollars)	2007 (in dollars))
UNCDF investments	**2006 (in dollars))**	**2007 (in dollars))**
Total for all regions (45 LDCs)	**35,801,566**	**49,689,958**

United Nations DP/2006/24

Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund

Distr.: General
19 April 2006

Original: English

Annual session 2006
12 to 23 June 2006, Geneva
Item 13 of the provisional agenda
United Nations Volunteers

United Nations Volunteers
Report of the Administrator

Summary

The present report provides an overview of the performance of the United Nations Volunteers (UNV) programme during the biennium 2004-2005 through the results framework of the organization, which is aligned to the multi-year funding framework (MYFF) of UNDP. At its core are the areas of distinctive contribution that UNV makes to United Nations system-wide efforts towards achieving the Millennium Development Goals. The framework responds to the request of the Executive Board, in its decision 2004/16, for enhanced analysis leading to deeper understanding of the activities and impact of UNV.

The annexes to this report, which may be accessed at the Executive Board website, present in tabular form the UNV business model; the contribution of UNV to development effectiveness; the statistical overview; and the resources planning table.

Elements of a decision

In taking note of the present report, the Executive Board may also wish to:

1. Express appreciation for the activities of UNV programme in promoting volunteerism for development, including mobilizing volunteers;

2. Welcome UNV efforts in developing and applying a business model and a results framework that highlight UNV areas of distinct contribution to development and peace, and allow for enhanced analysis and understanding of UNV activities and impact;

3. Welcome in this regard the alignment of the UNV results framework, for reasons of clarity, simplification and harmonization, with the UNDP MYFF, while ensuring adaptability to the results frameworks of the United Nations departments, agencies, funds and programmes with which UNV partners;

4. Recognize the particular contributions of UNV towards activating key 'drivers of development effectiveness', such as building national capacities; promoting national ownership; advocating and fostering an enabling environment; seeking South-South solutions; promoting gender equity; and forging strategic partnerships;

06-32424 (E) 110506

5. Also welcome the initiatives taken to develop new partnerships and build up the substantive content of UNV work in promoting volunteerism in support of programme countries and reaffirm the importance of the Special Voluntary Fund (SVF) in enabling UNV to continue moving forward in these areas;

6. Acknowledge with satisfaction the commitment of UNV to put in place an action plan aimed at increasing the percentage of women among serving UNV volunteers;

7. Reconfirm its support for UNV as a focal point for the follow-up to the International Year of Volunteers (IYV) and support UNV it in further developing its role in this respect, in line with General Assembly resolution 60/134.

Contents

		Page
I.	Introduction	3
II.	Volunteerism and development: the role of UNV	3
III.	The results framework	4
IV.	Overview, 2004-2005	5
	A. Main characteristics	6
	B. Programme activities	7
	C. Lessons learned from evaluations and reviews	15
V.	Resources management	16
	A. Financial resources	16
	B. Volunteer resources	17
VI.	Challenges and opportunities	18

I. Introduction

1. The present report provides an overview of the performance of the United Nations Volunteers (UNV) programme during 2004-2005. It highlights the range and depth of UNV-supported activities that are helping to reinforce linkages between volunteerism and development while, at the same time, demonstrating continued marked growth in the number of volunteers mobilized and deployed by the programme.

2. In its decision 2004/16, the Executive Board encouraged UNV to pursue further analysis to facilitate in-depth understanding of UNV activities and their impact. In response, the main body of the current report is structured around (a) the role of UNV with regard to linking volunteerism with peace and development, and the related business model; (b) a results framework that focuses on the distinctive contributions that UNV brings to the broader peace and development agenda; and (c) an overview of main characteristics and specific programme activities that provide typical examples illustrating the nature and relevance of the business model and the areas of distinctive contribution.

3. Consultations with principal stakeholders have confirmed that the above approach is appropriate and enhances the analysis of UNV activities, providing further in-depth understanding of their impact.

II. Volunteerism and development: the role of UNV

4. The Millennium Development Goals (MDGs) constitute the foundation underpinning the mission of UNV of supporting sustainable human development through volunteerism, including the mobilization of volunteers. At the heart of the UNV approach is the conviction that voluntary action by millions of people in programme countries and elsewhere, is a vastly under recognized and under-utilised resource that needs to be strategically engaged if the challenge of attaining the MDGs is to be successful. In 2001, IYV brought into sharper focus the potential of volunteerism to deliver far-reaching, wide-ranging economic and social returns. Properly understood and supported, volunteerism can foster empowerment, broad-based ownership, and participation for those affected by poverty and exclusion. It has the potential to move disadvantaged populations away from being passive recipients and towards becoming engaged actors in their own development.

5. A milestone for UNV in the biennium was assuming its responsibility for acting on the request of the General Assembly for the Secretary-General to report to its sixtieth session on the implementation of resolution 57/106 on follow-up to IYV. In preparing the report UNV undertook a global survey covering a range of stakeholders including governments, the United Nations system, civil society, parliamentarians, the media, academia and the private sector. An Internet survey was also conducted to solicit information from the general public. The resulting report (A/60/128) noted that most of the recommendations proposed in resolution 57/106 were being taken up by governments and the United Nations system, but that there were wide variations in trends between countries and regions, and this unevenness needed to be addressed if volunteerism was to realize its full potential for contributing to present challenges.

6. The General Assembly, in resolution 60/134 adopted on 16 December 2005 with the co-sponsorship of 84 Member States, reaffirmed its recognition of volunteerism as an important component of any strategy aimed at poverty reduction, and singled out

the contribution made by UNV for acknowledgement. The resolution requested UNV to continue its efforts to raise awareness of volunteerism; increase reference and networking resources available; provide technical cooperation to developing countries in the field of volunteerism; and enhance cooperation among those operating on the ground.

7. On the basis of this, and previous inter-governmental legislation, UNV is increasingly engaged in ensuring that volunteerism in its various forms – mutual aid and self-help, philanthropy and service, advocacy and campaigning – is an activator of the 'drivers of development effectiveness' identified by UNDP, namely, building national capacities; promoting national ownership; advocating and fostering an enabling environment; seeking South-South solutions; promoting gender equity; and forging strategic partnerships. By tapping into, and building up, the stock of knowledge, social entrepreneurship and solidarity in a country, volunteerism helps to develop sustainable capacities and strengthens values based on collaboration and partnership. Such capacities and values will be important determinants of the extent to which the MDGs are achieved.

8. Against this background, the UNV business model has been developed around the following three areas of intervention: (a) Advocating for volunteerism and development globally; (b) Integrating volunteerism in development planning; and (c) Mobilizing volunteers for peace and development. These areas are developed further in Chapter IV, under 'Main characteristics', with examples that illustrate their nature and relevance (see also annex 1, table A).

III The results framework

9. Responding to Executive Board encouragement, and using results-oriented approaches, UNV undertook to appraise and express the distinctive nature of its activities. The guiding principle, for reasons of clarity, simplification, and harmonization, has been the continued alignment of the UNV-specific results framework with the UNDP MYFF, with its structure of five goals, 30 service lines and six crosscutting 'drivers', and the definition of the UNV specificity as an additional dimension thereto. The result is a framework that builds on UNV linkages with UNDP, including as they relate UNDP support of the United Nations system as a whole. UNDP administers UNV and provides the global platform and network through which the programme operates, as well as connections with central policymakers in programme countries, which helps ensure the scaling-up and sustainability of UNV contributions.

A. Areas of distinctive contribution

10. The distinctive contributions of the UNV programme, UNV volunteers, and other volunteers associated with UNV, generate a range of outputs that contribute to achieving the MDGs (see also annex 1, table B). Examples drawn from across the developing world are provided in Chapter IV of this report. They build on the strength of combining the 'UN' and the 'V' that make up UNV as distinct but mutually reinforcing and value-adding attributes. On the 'UN' side UNV brings authority, legitimacy, neutrality and universality, as well as the potential for scaling up successful initiatives. It also allows for advocating at the national level for policy and programming to open up more space in which the fullest expression can be given to the contribution of volunteerism to the development of a country. The 'V' for volunteers – and volunteerism – brings a solidarity-driven approach to many issues

and includes the engagement, commitment, dedication, pragmatism and people-centred approaches that help ensure the activation of the drivers mentioned earlier.

11. Against this background, and taking into account the need for adaptability to the results frameworks of other United Nations departments, agencies, funds and programmes with which UNV partners, the UNV-specific areas of distinctive contribution are:

Access to services and service delivery

12. This contribution concerns enabling disadvantaged groups and communities to gain wider access to services and enhancing the delivery of such services. From the local community perspective, this includes strengthening the functioning of volunteer-involving organizations, including the way they represent the interests of local stakeholders; improving dissemination to communities of information on available services and conditions of access to them; and encouraging knowledge-sharing within and among communities. For service providers it includes upgrading the understanding of needs of local people and effective delivery processes, as well as facilitating inter-institutional coordination. Typically, UNV has worked with target groups to better articulate their demand for services, and with service providers to ensure that they better understand local needs and are able to integrate them into the programming of service delivery.

Inclusion and participation

13. This contribution concerns promoting the inclusion of all stakeholders, in particular the disadvantaged, in processes that affect their well-being. It includes making information available on opportunities and requirements for participation; putting in place sustainable strategies and processes for participation; establishing and strengthening horizontal networks to facilitate access by targeted groups to decision-making processes; and ensuring that mechanisms are in place to facilitate dialogue between actors at various levels of decision-making. The extensive role played by UNV in election processes is a good illustration of the value it adds in this area. Other examples include UNV efforts to ensure that women, youth, people with disabilities and those affected by HIV/AIDS, and other vulnerable groups, are included in voluntary task groups that address selective development issues.

Community mobilization through voluntary action

14. This contribution concerns fostering community mobilization through voluntary action to address local development issues. It includes promoting greater awareness among communities of common issues and alternative ways to address them; enhancing local capacity to develop project proposals and manage implementation; improving networking and communication among local people; establishing systems for interaction and knowledge-sharing; familiarizing local people with improved group-action techniques; strengthening community leadership; and creating or upgrading instruments available at local levels to document processes and accomplishments. An example of this type of contribution is the support UNV provides for the implementation of self-help initiatives in a wide range of areas on the part of local volunteer-based groups equipped with relevant skills and materials, resulting in increased local self-reliance.

IV. Overview, 2004-2005

15. The main characteristics of the three mutually reinforcing and interconnected areas of intervention that make up the UNV business model are described below under: 'A. Main characteristics. Typical examples of areas of distinctive contribution

and their relationship with respective MYFF goals are detailed under "B. Programme activities. In this connection, it is important to note that the present report is complemented by the multi-year funding framework report on UNDP performance and results (DP/2006/35), which also covers UNV contributions.

A. Main characteristics

Advocating for volunteerism and development globally

16. Building on its role as focal point for IYV and its follow-up, UNV has become an advocate for the contribution of volunteerism as a sustainable, cost-efficient and culturally adapted development asset. The underlying premise is that volunteerism is abundant and readily available everywhere but needs recognition and support for its potential to be fully realized. Advocacy activities include: stimulating national policy and legislation supportive of volunteerism; involvement in global events related to volunteerism and development as organizer, co-organizer, participant or observer; supporting research to assess the impact of volunteering and publishing reports on different aspects of volunteer activity; alliance building with partners within and outside the United Nations system; communication efforts, in particular managing the World Volunteer Web portal, as well as through publications, campaigns and media outreach; and acting as United Nations system focal point for International Volunteer Day and the follow-up to IYV. Successful examples of advocacy were the extensive references to volunteerism in the outcome document of the World Conference on Disaster Reduction held in Kobe, Japan in 2005, and the organization with the Government of Pakistan and the United Nations system of the first International Conference on Volunteerism and the Millennium Development Goals, held in Islamabad in December 2004.

Integrating volunteerism into development programming

17. In the years following 2001, UNV has been stepping up efforts to include volunteerism in activities that contribute to achieving the MDGs. The Special Voluntary Fund (SVF) supports innovative pilot activities that demonstrate the added value of volunteerism, including by partners implementing volunteer-driven initiatives aimed at achieving the MDGs. UNV has been encouraging partners to factor volunteerism into development programming, included in United Nations Development Assistance Frameworks (UNDAFs). The role of volunteerism in development was discussed in the national human development reports of countries such as Albania, Bosnia and Herzegovina, Ecuador, Honduras, Indonesia, the Philippines, Serbia and Montenegro, South Africa and Yemen, and in similar reports in India at the state level.

Mobilizing volunteers for development and peace

18. An important trademark of UNV continues to be the thousands of professionally qualified, experienced and committed women and men of some 170 nationalities who, each year, serve as UNV volunteers in United Nations system-supported programmes and projects in over 140 countries. Over the biennium, assignments grew by 45 per cent to reach 8,470 in 2005, while the number of individual volunteers increased by 44 per cent to 8,122, both unprecedented achievements in the history of UNV. Annex 2 provides an overview by region.

19. UNV contributions continue to gain strength from the complementarity of international and national volunteers. UNV volunteers serving in their own countries make contributions to national capacity-building, and in 2005 their numbers increased to some 3250, maintaining the overall ratio at around 40 per cent of all UNV volunteers. Seventy-two per cent of international UNV volunteers came from

developing countries and served in other developing countries, making UNV a continuous, strong expression of South-South cooperation.

20. UNV is committed to ensuring the full participation of women. Women volunteers account for 37 per cent of all assignments. The gender target for the 2006-2007 biennium is between 40 and 45 per cent women UNV volunteers, reaching 45 to 50 per cent during 2008-2009.

21. As this report illustrates, UNV is increasingly being called upon to assist programme countries in developing national capacities to mobilize volunteers domestically, including by establishing national volunteer centres and networks, youth volunteer schemes, university volunteer initiatives, and intra and inter country volunteer exchange programmes. In addition, a growing number of UNV volunteers are themselves mobilizing volunteers locally as an integral part of their terms of reference and/or modus operandi. UNV has been consolidating new forms of volunteer affiliation with the programme, in particular UNV interns and associates who include thousands of online volunteers. Paragraphs 72 and 73 refer to these newer modalities.

B. Programme activities

22. This section features examples representative of the distinct contributions that UNV makes to development. The activities described illustrate the three areas of distinctive contribution that characterize UNV interventions, and the value they add to the five development goals articulated in the MYFF, in particular, and to development effectiveness in general.

Goal 1. Achieving the MDGs and reducing human poverty

23. The UNV contribution to poverty reduction and achieving the MDGs is largely predicated on the premise that national development targets have to be realized in local communities. Approximately 30 per cent of UNV volunteer assignments involve strengthening the capacities of a wide range of local stakeholders, both public and private, to take advantage of opportunities to engage in the implementation of poverty reduction strategies. Areas include urban development, micro-enterprise, youth programmes, information and communication technologies, enhancing capacities of the public sector for service delivery, corporate social engagement, and civil society empowerment.

Access to services and service delivery

24. A first example of access to and delivery of services comes from Ethiopia. As part of a decentralized federation, the regions of the country face key challenges in generating and managing their development resources. In partnership with UNDP and the Government, over 100 Ethiopian UNV volunteers strengthen the capacities of regional administrations to deliver services and develop infrastructures. The volunteers contributed to enhanced aid coordination and financial management, the involvement of communities in development planning and implementation, and improved monitoring and evaluation of progress towards achieving the MDGs. They design systems to improve access to and share information, including creating an e-government platform containing social and economic data, and an Internet-based network linking 200 high schools for interactive communication and learning. Another example is Burkina Faso, where UNV volunteers from the Hauts-Bassin region strengthen local structures to support underprivileged youth and enhance their social and economic reintegration. They foster systematic coordination and dialogue among civil society and public structures, and strengthen the capacities of community organizations to provide education, professional training and counselling services to

young people, 70 per cent of whom are women. Some of the youth have begun income-generating activities with the sponsorship of small grants.

25. The involvement of young people in local poverty-reduction initiatives in their own countries is a growth area for UNV. A successful example is Bolivia, where, as part of the national strategy to fight poverty, UNV helped develop a programme to mobilize 1,100 university students, half of them women, to assist 175 municipalities in reducing poverty. For example, student volunteers helped a municipality develop its first comprehensive database of rural cooperatives, which now contributes to more targeted policy planning and services. UNV is helping to develop similar volunteering schemes in Brazil, Colombia, the Dominican Republic, Ecuador and Guatemala.

26. UNV continues to assist developing countries make use of information and communication technologies (ICT) for development. An example is the continued expansion of the network of universities under the United Nations Information and Technology Services initiative through which students and academic staff can access volunteer opportunities to share ICT skills with other countries. Forty-three universities are involved – almost half in programme countries. In Jordan, for instance, universities in the network collaborate with the United Nations Development Fund for Women (UNIFEM) in an 'e-village initiative' that increases social and economic opportunities for rural women by using ICT to obtain information and market their products and services online. UNV also partners with the private sector in the ICT field. One illustrative example is a French telecommunications company whose volunteers, under the UNV corporate/private sector initiative, have expanded the ICT capabilities of civil society in Benin, setting up low-cost Internet connections and an intranet system to accelerate communication and information sharing.

Inclusion and participation

27. As the number of city dwellers continues to grow worldwide, so do the challenges of engaging the urban poor in development. One example of the contribution of UNV is the 'Intra-City Volunteerism' scheme in Ecuador, Jamaica and Yemen, through which community resources are mobilized to improve living conditions in urban settings. Community organizations are linked with local government in joint appraisal and planning, and volunteering around urban improvement projects is fostered. A key outcome in Ecuador has been the establishment of municipal volunteer offices as sustainable platforms for multi-stakeholder dialogue which harness citizens' contributions against urban poverty. The success of this modality in one Ecuadorian municipality has prompted replication elsewhere in Ecuador, and in neighbouring Peru.

Community mobilization through voluntary action

28. Partnering with UNICEF in the fight against infant mortality in Mali, UNV helps involve thousands of families in six health districts across the country. In this example, UNV volunteers organized a network of over 5,000 community workers to train households in practices conducive to child health, such as disease prevention, nutrition and proper hygiene. Districts covered have seen a 21 per cent decrease in child mortality over three years – 12 per cent above districts without such large-scale volunteer-based community mobilization. Other health indicators included a reduced incidence of malaria and increases in child immunization. The mobilization of volunteer community workers is now an integrated programming component in expanded child health programmes in six more districts.

29. In Ukraine, UNV supports local development in the areas worst affected by the Chernobyl nuclear disaster and the subsequent economic collapse. With SVF funding,

and cooperating closely with local authorities, UNV volunteers strengthen community capacity to design and implement projects that raise living conditions. Some 200 citizen task-forces have been formed and have launched over 125 community-improvement actions, including setting up a marketplace, rebuilding schools, health posts and kindergartens, and improving water supply, heating and sewerage systems.

30. UNV strengthened capacities of volunteer-involving organizations to contribute to achieving the MDGs, providing advice and technical support. In Guatemala, for instance, a national volunteer network was established, while in Sudan, a volunteering forum was set up to coordinate and organize volunteer-related activities at the grass-roots and national levels. The forum was responsible for a successful national symposium on volunteering for the MDGs, held in 2005, as follow-up to an international conference held in Islamabad on the same subject (see paragraph 16).

Goal 2. Fostering democratic governance

31. UNV has a long-time record of support to democratic governance initiatives, often at the local level. During the biennium, 18 per cent of UNV volunteer assignments focused on governance-related activities such as decentralization and local governance, elections, justice and human rights, public administration reform and anti-corruption measures. This contributed to enhancing the capacity of public institutions to deliver essential services, and helping disadvantaged groups to better identify and articulate needs and implement and monitor development initiatives. Inclusion is promoted by developing mechanisms that foster the participation of stakeholders at the margins of governmental decision-making processes.

Access to services and service delivery

32. One example of UNV work in expanding access to services and service delivery is Niger, where over 1,000 local officials elected in 2004 were trained by UNV volunteers in budget and financing to improve tax revenue collection. As a result the Mayahi District, for instance, saw a 30 per cent increase in tax revenue to help finance enhanced local services.

33. Human rights monitoring and protection is of paramount importance in conflict situations. In Darfur, Sudan, for example, UNV volunteers with the United Nations Mission in the Sudan were among the first to investigate allegations of human rights abuse. Living in some of the most isolated areas and working closely with local organizations and community leaders, the volunteers interviewed victims and reported and followed up on cases of human rights abuses with the police, national security services and prison staff. UNV volunteers also developed and implemented human rights training programmes and collected indicators of human rights – including gender-specific indicators.

Inclusion and participation

34. The capacity of governments to manage elections is an essential component of governance. During the biennium, UNV was involved, on a large scale, in strengthening national capacities in most major United Nations-supported electoral processes. The number of UNV volunteers engaged in electoral activities increased by 64 per cent over the previous biennium. Over 1,200 were deployed to support 10 United Nations electoral missions, often making up the largest part of electoral staff at the community level. Their roles included civic and voter education; organizing registration processes; polling preparation; and logistical support.

35. Over 600 UNV volunteers collaborated with UNDP and the United Nations Assistance Mission in Afghanistan to facilitate the voter registration process for the first free elections in 2004. Deployed throughout the provinces, UNV volunteers

facilitated the registration of over 10 million people, providing civic education in remote villages and training tens of thousands of election officials. Half the UNV volunteers were nationals of Afghanistan, who were trained to manage the central registration centre. These nationals subsequently took on electoral registration responsibilities in 2005, within the national electoral commission. Over 180 UNV electoral officers attached to the United Nations Mission in Liberia supported the successful implementation of the October 2005 presidential and parliamentary elections. They played a vital role in registering voters in the main towns, remote villages and camps for the internally displaced, conducted civic education campaigns and trained some 18,500 election officials in all aspects of electoral preparation.

36. Limited opportunities for communities, and the poor in particular, to participate in formal decision-making is a major challenge faced by countries such as the Lao People's Democratic Republic in the context of decentralization efforts. Drawing on a long tradition of self-help ('asasamak'), in this example UNV is involving local communities in formulating, planning, managing and monitoring poverty alleviation initiatives. Public officials and citizens are trained and supported in joint collection and analysis of poverty data, preparing participatory village plans, and establishing a citizens' information centre. The volunteers support inclusive dialogue mechanisms such as town-hall meetings where citizens can participate in discussions on public budgets, public services and indicators for monitoring service delivery. The UNDP/UNFPA Executive Board delegation participating in a 2005 field visit commended UNV work with local communities as deserving of replication in other countries and dissemination through knowledge networks.

37. Governance processes and systems of consultation must involve women, ethnic minorities and other stakeholders often excluded from participating in decision-making. One example of UNV efforts in this area was the agreement signed with UNIFEM in 2005 to launch a new programming partnership to mainstream gender perspectives into local government expenditure plans and to recognize women's voluntary contributions to development in Latin America. Ensuring the participation of women was also a task of some 150 UNV volunteers in the United Nations Mission in the Democratic Republic of Congo in the lead-up to the 2005 national constitutional referendum. The UNV volunteers, nearly half of whom were women, worked in remote areas to equip hundreds of local groups with information and tools to motivate women to vote. These efforts contributed to a large turnout by women at the polls – 60 percent of all voters. In Ecuador, UNV partnered with the human rights strengthening programme of UNDP and the Office of the High Commissioner for Human Rights to provide human rights training to 500 representatives of indigenous people, including women, and to launch dialogue mechanisms between them and local institutions.

38. Involving Guatemalan citizens in peaceful, sustainable self-government at all levels was a long-term goal of the United Nations Verification Mission in Guatemala (MINUGUA), in which for over a decade some 430 UNV volunteers facilitated verification of human rights at the community level. Pivotal to the transition to local ownership was the engagement in 2004, the final year of the Mission, of 60 national UNV volunteers drawn from all regions of the country. More than half were indigenous people. These national transition volunteers took technical skills and leadership on human rights, peacebuilding and local governance processes back to their organizations and communities. The United Nations Secretary-General, in his report on MINUGUA to the General Assembly (A/59/746), identified this initiative as one of the most successful, which could be replicated in other missions.

39. Young people's disaffection from political processes is a central governance challenge. An example of UNV work in this area is in Kyrgyzstan, where efforts are

being made at the grass roots to tackle voter apathy among the youth, who make up 40 per cent of the population. Supporting a programme launched by UNDP in 2005, the Organization for Security and Cooperation in Europe and national partners, UNV volunteers from Kyrgyzstan worked with grass-roots organizations in 200 rural communities to engage youth in local elections. They helped form 150 youth groups, and over 7,000 youth-group members designed village development plans and met with over 400 candidates and newly elected officials to discuss local priorities. A subsequent survey among young people indicated that twice as many felt able to influence decision making, and over 15 per cent more planned to vote, than during the presidential elections held earlier in the year.

Community mobilization through voluntary action

40. UNV helps extend human rights and justice institutions to the subnational level. UNV volunteers in Uganda, for example, helped to strengthen the outreach of the National Human Rights Commission in post-conflict areas. Tapping into existing local volunteer practices, they assisted citizens in forming voluntary action groups, training them to promote and monitor human rights in their villages, and to report human rights violations on behalf of community members. Mobilizing community capacity has led to a marked increase in reporting human rights violations. The volunteer groups are repositories of knowledge and have viable community structures with an excellent likelihood of enduring once outside involvement ceases.

41. In Egypt, a human rights-based community outreach strategy for eliminating the practice of female genital mutilation (FGM) is being supported by UNV in collaboration with UNDP. National UNV volunteers are involved as young leaders at village level to raise awareness about the health-related consequences of female genital mutilation, and to advocate against the social pressure on young girls and women. Reaching out to peers, they have mobilized over a thousand young people to further disseminate the message. Several villages made public declarations renouncing female genital mutilation, and national partners have announced plans to replicate the approach of mobilizing young community leaders in other areas of children's and women's rights protection.

Goal 3. Energy and environment for sustainable development

42. The contributions of UNV to this goal embrace environmental sustainability as a primary objective and as an opportunity to pursue other aims such as job creation, enhancing local governance and fostering cross-cultural dialogue. In addition to UNV volunteer assignments, volunteer contributions to environmental management were mobilized from the private sector and from scores of volunteers in local communities in areas such as land degradation, waste management and sustainable water use.

Access to services and service delivery

43. One example of improved access to services and services delivery can be found in Sri Lanka, where UNV partners with UNDP to implement a small grants programme financed through the Global Environmental Facility, to support local community organizations in regions affected by the Indian Ocean tsunami in rebuilding the coastal environment. UNV volunteers strengthen their capacity to plan, implement and engage with community members.

Inclusion and participation

44. The livelihoods of communities along the Mekong River depend greatly upon sustainable use of its natural resources. UNV assists rural communities to understand and address conflicting and detrimental uses of the river in Cambodia, the Lao People's Democratic Republic, and Thailand. Within the framework of the UNDP-

sponsored community dialogue initiative, and in collaboration with national counterparts, UNV volunteers from the three countries promote the establishment of self-help groups to take action in areas such as riverbank protection, fish stocks conservation, water quality monitoring, and the development of sustainable tourism. They also create opportunities for dialogue on environmental governance between community members and local government, as well as with communities on the other side of the river. A multi-stakeholder workshop in 2005, including government and civil society representatives, concluded that UNV plays a critical role in engaging local actors in environmental management dialogues and processes.

Community mobilization through voluntary action

45. Desertification is a major cause and consequence of rural poverty. Partnering with the United Nations Convention to Combat Desertification, and UNDP, UNV has provided a new approach in addressing youth unemployment in Cape Verde. Working with national youth centres all over the country, UNV helped to establish a youth volunteer corps for the environment to engage jobless young people in combating land degradation. The volunteers, mostly women, are acquiring skills to implement environmentally sensitive income-generating projects. Reinvigorating the Cape Verde tradition of mutual assistance – 'djunta mó in Creole – the volunteer corps has stimulated renewed national dialogue on volunteerism and on developing a volunteer law and a national volunteer programme.

46. UNV mobilizes volunteers under its corporate private sector initiative to support long-term environmental sustainability. In Guinea Bissau, for example, UNV partners with a France-based international public utilities management corporation to improve local waste management. In cooperation with local authorities, the corporate volunteers provide local organizations with technical expertise while UNV volunteers help set up a community-based system to monitor and improve garbage collection and disposal.

Goal 4. Crisis prevention and recovery

47. The experience of UNV in recovery efforts in the wake of natural and man-made crises is an important asset to its partners. Some 43 per cent of UNV volunteer assignments contributed to the achievements of United Nations humanitarian and peacekeeping agencies and national partners in about a hundred countries. They support the delivery of essential services and strengthen physical and institutional infrastructures and capacities to deal with crises. UNV is engaged in building social infrastructure by fostering volunteer-based mobilization as a channel for citizens to participate actively in prevention, preparedness and recovery.

Access to services and service delivery

48. The capacity of UNV to deploy, in humanitarian crisis situations, well-qualified, experienced professionals in a rapid, flexible manner was thoroughly tested during the biennium. Within 48 hours of the Indian Ocean tsunami, UNV volunteer specialists in disaster response from India arrived in the affected countries to assist with relief efforts. They immediately strengthened the capacity of national counterparts and United Nations organizations, including United Nations offices, in India, Indonesia, the Maldives and Sri Lanka to assess damage and needs, and to channel assistance more effectively to the injured and displaced. The volunteers were instrumental in coordinating communications among relief actors and provided expertise in reconstructing the infrastructure. Support has since been provided to a range of partners, including civil society organizations, to deliver on reconstruction objectives. UNV mobilized volunteers under its corporate/private sector initiative to assist, for example, in repairing the electrical installation of the main hospital in

Banda Aceh and electrifying new houses in Sri Lanka. Through a partnership with a Dubai-based airline, frequent-flyer miles were donated by travellers for the deployment of UNV volunteers in the region.

49. In the context of both emergency and long-term operations, UNV volunteers provide substantive and operational support to ensure access to the most basic services, ranging from the initial set-up and daily logistical management of refugee camps to community services, legal affairs and information dissemination. The number of UNV volunteers serving with the Office of the United Nations High Commissioner for Refugees grew by 25 per cent during the biennium, 754 volunteers having been assigned in 2005.

50. UNV involvement with other United Nations humanitarian agencies, including Office for the Coordination of Humanitarian Affairs and the UNDP Bureau for Crisis Prevention and Recovery, also grew. The number of UNV volunteers supporting the World Food Programme increased by 25 per cent over the biennium, with 249 volunteers serving in 2005.

51. The surge in United Nations peacekeeping operations was reflected in a 55 per cent increase over the previous biennium in assignments supporting the United Nations Department of Peacekeeping Operations (DPKO). Over 2,500 UNV volunteer assignments were conducted in 13 countries in 2005, in some 100 substantive and operational support categories, including the UNV volunteers involved in electoral support (see paragraphs 35 and 37).

Inclusion and participation

52. The networks of reciprocity and relations binding members of a society – or social capital – have been observed to help address conflict. Operating on this premise, UNV embraces local volunteerism as a vehicle to foster reconciliation and bring divided societies together around joint projects, thereby strengthening the social fabric of communities, their resilience and their ability to cope. In Sierra Leone, for example, this approach has been instrumental in supporting the United Nations Mission in bringing about the sustainable reintegration of thousands of ex-combatants into their communities. Spearheading the implementation of the UNDP 'StopGap' programme (winner of the 'United Nations 21' award in 2004), UNV volunteers supported community-based organizations in managing labour-intensive, quick-impact community infrastructure and agricultural development projects employing thousands of ex -combatants and community members. With SVF funding, national UNV volunteers helped to re-broker community relations, including by coaching youth leaders to become part of local councils and by organizing recreational, cultural, and sports activities.

Community mobilization through voluntary action

53. Adequate risk reduction approaches can reduce considerably the scale of damage and protect prior development gains in the event of natural disasters. UNV supports community-centred disaster preparedness, as well as governance and institutional policy frameworks for incorporating volunteering into risk-reduction management systems. A prime example is UNDP/UNV partnership supporting the disaster risk management programme of the Government of India established in the aftermath of the Gujarat earthquake and the Orissa cyclone. Over 400 UNV volunteers assisted communities and local self-governments in disaster-threatened remote areas of the country in preparing for possible calamity. Pooling community knowledge and resources, volunteers facilitate the development of village-specific maps, evacuation plans and contingency strategies, and help identify and train volunteer task forces and run mock drills. Enlisting folk troupes and hundreds of local volunteers, UNV

volunteers work to deliver crucial messages on long-term risk management to tens of thousands of predominantly illiterate people across the country. UNV volunteers from Brazil use similar people-centred approaches to help set up disaster surveillance and monitoring systems in poor communities, raising awareness about mudslide and flash flood risks, and enlisting local residents as volunteers to help Civil Defence and municipalities map risk exposures and build a preventive infrastructure.

54. In Pakistan, UNV was called upon by the Government and UNDP to assist in establishing a national volunteer movement, in the wake of the 2005 earthquake, to mobilize citizen involvement in relief and rehabilitation activities. UNV will help develop the institutional and management framework for the movement to focus on subsequent long-term disaster preparedness.

55. Recognizing that regional integration can be a catalyst for development and confidence building in post-conflict environments, in 2005 UNDP and UNV launched a scheme for cross-border volunteer exchanges to foster poverty reduction and social cohesion in South-Eastern Europe. Volunteers from Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Kosovo, and Serbia and Montenegro serve within civil society organizations working to achieve the MDGs. In Africa, UNV partners with the Economic Community of West African States (ECOWAS) to promote the contribution of volunteerism to stability in the region. With UNDP and the United Nations Educational, Scientific and Cultural Organization, UNV will build the capacity of ECOWAS to establish a regional volunteer corps to strengthen capacities of civil society organizations working in peacebuilding, reconstruction and reconciliation. The initiative is being launched in five pilot countries: Côte d'Ivoire, Guinea Bissau, Liberia, Sierra Leone and Togo.

56. Across peacekeeping missions UNV volunteers often volunteer locally and mobilize additional local volunteers to join 'action teams'. Such teams have built a playground in a refugee camp in Sierra Leone; rehabilitated a local pre-school in Eritrea; and supported a confidence-building initiative in Kosovo that involved members of different ethnic groups volunteering in each others' districts for the first time since the conflict.

Goal 5. Responding to HIV/AIDS

57. The contributions of UNV to addressing the immediate and long-term human capacity challenges brought about by HIV/AIDS are an important strength of the organization. UNV volunteers provide immediate relief to over-stretched capacities of public institutions at national and local levels as well as longer-term capacity building assistance. They also work within communities mobilizing local human resources, including people living with HIV/AIDS, as prime actors in prevention, treatment and care.

Access to services and service delivery

58. UNV continues to support the UNDP Southern Africa Capacity Initiative aimed at offsetting the dramatic loss of skilled human resources resulting from the pandemic and building longer-term solutions to address capacity issues. Some 155 UNV volunteers (70 per cent from the South, most of them from Africa) serve in the nine participating countries to help restore the ability of governments to deliver essential services, and to enhance the capacity of communities to cope. A national UNV volunteer scheme launched in Zambia helps public administration to improve policy design, programming quality, and absorption capacity to utilize donor resources effectively. The volunteers help district HIV/AIDS task forces streamline working procedures and planning mechanisms, and support the creation of village task forces as platforms for community members and traditional leaders to better articulate

demand for services. They extend technical support to community groups and connect them to sources of funding. Local organizations in one district can now help 1,400 of the poorest women in 30 villages generate income through microfinance schemes, which are doubling as a forum for the women to organize, on a volunteer basis, to take direct action against HIV/AIDS.

59. Reinforcing capacity sustainability at the community level is the distinct contribution of UNV to the fight against HIV/AIDS in countries such as Guyana. In the short term, UNV volunteer doctors from 10 countries in the South are meeting immediate health-care delivery needs, in addition to training local health workers, family members and people living with HIV/AIDS in the skills they need to provide long-term prevention, care and treatment services to the population. With the involvement of local volunteers, they hold medical outreach clinics in isolated communities.

Inclusion and participation

60. UNV supports the greater involvement of people living with HIV/AIDS (GIPA), an initiative of UNDP and the Joint and Co-sponsored United Nations Programme on HIV and AIDS (UNAIDS). In Cambodia, for example, with SVF funding, UNV supports the inclusion of people living with or affected by HIV/AIDS (PLHA). Placed within government institutions leading the national response to the pandemic, Cambodian UNV volunteers, some of whom are HIV positive, are helping local organizations integrate PLHA into their programmes and are advocating for the inclusion of PLHA issues in national planning processes. Focusing on gender-specific needs, they work to reduce the incidence of discrimination against women in the workplace, and have helped national PLHA networks create women-specific task forces and increase female membership, which has reached 5,000 spread across twelve provinces. A comparative study of project evaluations in Africa, Asia, and the Caribbean confirmed the effectiveness of national UNV volunteers in implementing the GIPA approach. The study highlighted the tripartite partnership between UNAIDS, UNDP and UNV as an effective GIPA implementing strategy.

Community mobilization through voluntary action

61. A multi-stakeholder assessment mission in 2005 found that national UNV volunteers throughout Botswana are instrumental in the implementing the community conversation process, a concept introduced by UNDP to encourage local dialogue on HIV/AIDS. Working closely with village chiefs in districts with the highest prevalence rates, the volunteers are using the Kgotla, a traditional community gathering place, as a forum to encourage open discussions, break the stigma, and generate joint community responses. They mobilize and train hundreds of local volunteer facilitators to expand the community conversations, and strengthen the capacities of volunteer home-based care committees to help the bedridden. As a result, voluntary counselling, testing and prevention have increased, as has the availability of reliable data on HIV/ AIDS to inform policy decisions at district and national levels.

C. Lessons learned from evaluations and reviews

62. Evaluations and reviews play an important role in learning, accountability and decision-making at UNV. Recognizing findings from earlier evaluations which highlighted the need to strengthen indicators and other results information, UNV continued to refine these programme elements with particular emphasis on identifying the added value of UNV contributions. During the biennium, UNV commissioned 19 project, thematic and country evaluations covering activities and achievements in over 25 countries and including the contributions of some 600 UNV volunteers.

63. Most evaluations were in the areas of poverty reduction and governance. Overall, projects achieved their immediate objectives, although in some cases there were concerns over the sustainability of results. Sustaining momentum beyond the life of projects is challenging because of limitations in the institutional, financial and human resource capacities of implementing and host institutions.

64. Evaluations in poverty reduction stressed the importance of having a critical mass of volunteers to deepen the institution-building process and augment development changes for poverty reduction and achievement of the MDGs. In governance, evaluations found that UNV had contributed significantly in such areas as facilitating dialogue between community leaders and building institutional capacity within community-based organizations for self-governance. It is clear that enhancing sustainability further will require expanding collaboration with strategic partners, including local people and different levels of government, and creating space for grass-roots level dialogue among community leaders and across political parties.

65. Consideration of volunteerism will be enhanced after the completion, in 2006, of a guidance note on incorporating volunteerism contributions into evaluations. The methodology was developed by UNV jointly with six partner organizations involved in international volunteer mobilization. Together with the areas of distinctive UNV contribution to development effectiveness, the guidance note will be instrumental in sharpening the volunteerism focus of future UNV evaluations.

66. The online periodic reporting system introduced in 2003 was further refined based on experience in 2004 and has become a critical monitoring tool, enabling UNV to gauge how UNV volunteers perceive their assignments. During the biennium, over 10,000 reports were received with over 90 per cent of UNV volunteers indicating that they were on target or ahead with respect to achieving the objectives of their assignments. UNV volunteers were generally satisfied that good use was made of their skills, with most reporting a positive correlation between involvement in local volunteerism and numbers of people benefiting from their assignments, particularly in capacity-building activities. They reported general acceptance of the role of volunteerism in development on the part of their principal national and United Nations partners. Most stated that once their UNV assignment ended, they would continue to volunteer.

67. The information collected through volunteer reports is being adjusted to support management and reporting requirements under the new UNV results framework.

V. Resources management

68. The following short overview of UNV resources is a standard element of the Administrator's biennial report on UNV and is complemented by regular UNDP financial, budget and management reports that the Administrator submits, in which UNV-specific information forms an integral part.

A. Financial resources

69. Annex 3 provides a financial overview of UNV. Information on regular resources relates to the SVF. The designation 'other resources' relates to (a) cash contributions to UNV under trust funds, co-financing, full funding arrangements and the biennial support budget (approximately 31 per cent), and (b) the financial value of UNV volunteer assignments charged directly to agencies and partners (approximately 69 per cent). Although the latter does not represent cash contributions flowing through UNV books, it is incorporated in the overview to present the total financial value of UNV activities.

70. As reflected in annex 3, the total estimated value of activities carried out in 2004-2005 was $311.2 million, about 42 per cent more than in 2002-2003 and about 34 per cent more than was estimated for 2004-2005 in the 2004 report. Of that total, $14 million, or approximately 5 per cent, was financed from the SVF, and $297.3 million, or approximately 95 per cent, from other sources. The balance of SVF resources as at 31 December 2005 was $22.1 million, out of which $11.5 million was fully committed. Of the total of other resources, approximately 28 per cent was financed from UNDP resources, 41 per cent from DPKO, 17 per cent from other United Nations organizations, and 14 per cent under co-financing arrangements. With regard to the component relating to biennial support budget, the Executive Board, in its decision 2005/33, approved the proposals of the Administrator contained in document DP/2005/31.

71. The Administrator does not foresee such strong growth in UNV volunteer assignments during the 2006-2007 biennium as in the previous one. While increasing activities are foreseen with UNDP and United Nations partners other than DPKO, activities in the context of peacekeeping and electoral support are not expected to grow at the exceptional pace experienced during 2004-2005. This is reflected in 2006-2007 forecasts.

B. Volunteer resources

72. Steady growth of UNV volunteer assignments requires continuous improvements in recruitment processes. UNV invested in further reducing the time between receiving applications and the arrival of volunteers at their duty station, the alignment of supply of and demand for volunteer resources, and maintaining a dynamic resource bank of potential volunteers. The percentage of candidates using the UNV online application system increased from 25 to 48 per cent over the biennium. A system was introduced to permit candidates to update their own data. The UNV online application scheme proved invaluable in the UNV response to the large number of enquiries and applications received following the Indian Ocean tsunami. In barely three months, a special roster team processed over 7,200 applications, out of which some 1,300 profiles were included in an emergency roster for assignments in disaster-stricken areas.

73. UNV is engaging a wider group of citizens to volunteer for development, both locally and internationally. An intern scheme launched during the previous biennium, which enables younger people with limited experience to participate in development activities, was expanded. At the request of programme countries, UNV interns have been placed in such areas as governance, ICT, poverty reduction, HIV/AIDS, environmental protection and disaster management. The programme in Bolivia described in paragraph 25 is an innovative example.

74. The UNV online volunteering service connects development organizations with volunteers over the Internet and supports effective online collaboration. The service facilitates capacity-building of host organizations by providing access to a broader pool of knowledge and resources and extends additional opportunities to individuals to volunteer for development. After a dedicated website was set up in 2004, use of the service doubled, with over 5,000 online assignments undertaken during the biennium providing technical expertise in areas such as technical expertise; project, resources and knowledge management; communications; and partnerships. Some 57 per cent of online volunteers are women, and 40 per cent are from developing countries. Through online contributions, host organizations were able to make better-informed decisions, improve their organizational management and positioning, enhance project delivery and develop networks and partnerships.

VI. Challenges and opportunities

75. The Administrator believes that the present report reinforces the importance of volunteerism in development and peacebuilding and reaffirms the significant role that UNV plays in enhancing recognition, facilitation, networking and promotion of volunteering at all levels. The development of a results framework enhances analysis of UNV activities and provides an in-depth analysis of their impact. The framework provides opportunities for further harmonizing UNV activities with the strategic directions of United Nations system partners. In this connection, it is the view of the Administrator that one of the principal strengths of UNV is that it acts as a catalyst to the entire United Nations system, creating conditions that help produce outputs generating change in the living conditions of poor and marginalized populations, and with capacity development always at its core. The special and complementary relationship of UNV with its programming partners raises the challenge of attributing development results. The Administrator considers that this challenge is squarely addressed in the present report through the prism of a results framework that captures the areas of distinctive UNV contribution.

76. The successful application of the results framework as a planning, monitoring and evaluation tool requires UNV to further adjust its internal processes and systems to incorporate an increasingly results-oriented approach. In this regard, systems must take full advantage of the benefits of alignment with UNDP systems such as Atlas. Another aspect of the successful future application of the UNV results framework will be its ability to further build its own capacity, in-house as well as through strategic partnerships, to meet a growing demand for its programme interventions.

77. One more challenge for UNV is the area of gender. The present report reflects the progress being made in scaling-up the gender dimension of many UNV activities. With regard to the gender breakdown of UNV volunteers, an action plan will be put in place in the next biennium aimed at reaching a 45:50 ratio of female to male UNV volunteers by the end of the biennium, 2008-2009.

78. In conclusion, the Administrator wishes to underline that UNV continues to explore the range of options available to develop new strategic partnerships and build up the substantive content of its work in the field of promoting volunteerism, in close alignment with the United Nations system that it serves. In the Administrator's view, the level of contributions to the SVF is a measure of commitment in that regard. The SVF is critical to enabling UNV to pursue a catalytic role in developing relevant new approaches. By mobilizing an increasingly broad range of volunteers for development and peace, extending the integration of volunteerism into development programming, and scaling-up its global advocacy work, the contribution of UNV towards achieving the MDGs will be maximized.

United Nations DP/2006/25

Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund

Distr.: General
10 April 2006

Original: English

Annual session 2006
12 to 23 June 2006, Geneva
Item 14 of the provisional agenda
United Nations Development Fund for Women

United Nations Development Fund for Women
Implementing the multi-year funding framework, 2005

Summary

The present document is the second report on the implementation of the UNIFEM multi-year funding framework (MYFF), 2004-2007, as approved in Executive Board decision 2004/10 and in line with decision 2004/20. The report tracks progress according to the goals and outcomes in the strategic results framework (SRF) and the organizational effectiveness matrix and in alignment with the projected integrated resources framework.

Elements of a decision

In taking note of the present report, the Executive Board may wish to recognize the focused efforts of UNIFEM to support programme countries in achieving the Millennium Development Goals (MDGs), including by harmonizing these efforts with other gender equality commitments such as the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, and regional and national plans of action to achieve gender equality. The Executive Board may wish to encourage UNIFEM to continue to bring a gender equality perspective to coordination mechanisms such as United Nations Development Assistance Frameworks and national poverty reduction strategies through stronger partnerships with UNDP and United Nations Country Team (UNCT) members and in line with the recommendations in the Triennial Comprehensive Policy Review (TCPR) of operational activities of the United Nations system.

The Executive Board may also wish to encourage UNIFEM to continue to track progress on its MYFF according to the goals, outcomes and indicators in its results frameworks, and to encourage all countries that are in a position to do so to assist UNIFEM in reaching the targeted level of regular resources, including through multi-year pledges.

06-30739 (E) 050506

Contents

Chapter		Page
I.	Introduction	3
II.	Development effectiveness	4
	A. Outcome 1: Legislation and policies at national and regional levels are formulated and implemented to promote and protect women's human rights	4
	B. Outcome 2: Mainstream institutions demonstrate leadership, commitment, technical capacity and accountability for gender equality	7
	C. Outcome 3: Gender equality advocates have knowledge and are positioned to spearhead and transform policies, programmes and resource allocations	11
	D. Outcome 4: Harmful and discriminatory attitudes and practices change to promote and protect the rights of women and girls	13
III.	Organizational effectiveness	15
	A. Goal 1: Coherence, relevance and sustainability of UNIFEM products	15
	B. Goal 2: Capacity of UNIFEM programmes aligned with demand	15
	C. Goal 3: Strategic partnerships generate new and expanded constituencies	17
	D. Goal 4: Management and financial and human resources practices	18
	E. Goal 5: Larger, more diversified and more reliable resource base	19

I. Introduction

1. The past year, 2005, offered important opportunities for promoting and protecting women's human rights and advancing gender equality. It marked the 10-year review of the Beijing Platform for Action, the 5-year review of the Millennium Summit and the 5-year anniversary of Security Council resolution 1325. The call for a stronger focus on implementation, accountability and resources in support of gender equality initiatives echoed from every region of the world.

2. Last year also marked the intensification of United Nations reform and the roll-out of the aid effectiveness agenda, which prioritizes national ownership, mutual accountability and a stronger set of technical tools and processes for simplification and harmonization. Strengthening commitments to gender equality through the aid effectiveness agenda emerged as a key challenge. This shift requires a change in the way that gender equality entities and advocates operate.

3. As the report that follows shows, UNIFEM has implemented its multi-year funding framework (MYFF) to respond to these changing contexts. It is redoubling its efforts to develop sustainable national capacity in applying tools and methods that focus on implementation and accountability: gender-responsive budgeting (GRB); alignment of national laws and policies with the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and regional human rights conventions; and the use of sex-disaggregated data as the basis for gender-responsive public policy formulation.

4. UNIFEM is using its convening power, knowledge and action networks to position women's rights advocates as effective interlocutors in national development planning in crisis and non-crisis countries. It is increasingly linking its activities and partners to strengthen gender perspectives in harmonization and coordination processes, including common country assessments and United Nations Development Assistance Frameworks (CCA/UNDAFs), Millennium Development Goals (MDGs) and Poverty Reduction Strategy Papers (PRSPs). Yet, at current levels of support and with its current positioning in the United Nations system, demands for partnership with UNIFEM often exceed its capacity to respond.

5. In 2005 the assessment initiated by the Consultative Committee (A/60/62-E/2005/10) was issued as an official document of the Economic and Social Council and the General Assembly (A/60/62-E/2005/10) and forwarded, by ECOSOC, for discussion to the UNDP-UNFPA Executive Board in January 2006. The resulting decision 2006/5 –in addition to GA resolution A/RES/60/137 – further strengthened the legislative framework and inter-governmental commitment to UNIFEM as an advocate for gender equality and an essential provider of technical expertise to United Nations country teams UNCTs in the context of United Nations reform. The assessment has stimulated a debate on the gender equality architecture of the United Nations.

Organization of the report

6. The present report is divided into three chapters aligned with the results frameworks approved by the Executive Board in January 2004 (DP/2004/5).

7. Chapter I introduces the report and provides background and context.

8. Chapter II focuses on *development effectiveness* and is organized according to the four outcomes in the MYFF framework, reporting on results related to macro-, meso- and micro-level change. It tracks progress in implementing the four goals outlined in the UNIFEM MYFF: ending feminized poverty, eliminating violence against women, reversing the spread of HIV/AIDS, and ensuring gender equality in democratic governance.

9. Chapter III tracks progress according to the goals highlighted in the UNIFEM *organizational effectiveness matrix*. It summarizes steps UNIFEM has taken to enhance its performance, partnerships and resources, including updated information on progress toward achieving the targets established in the *integrated resources framework*.

10. While UNIFEM contributes to the achievement of reported results, changes at the outcome level represent efforts of multiple actors, including national partners in government and non-governmental organizations (NGOs). UNIFEM plays the role of facilitator, advocate, technical adviser and convenor in achieving the results reported here, often together with United Nations partners, bilateral donors and other actors.

II. Development effectiveness

11. The four outcomes in the strategic results framework approved by the Executive Board (DP/2004/5) form the basis by which UNIFEM tracks progress toward greater development effectiveness in the context of the MYFF.

A. Outcome 1: Legislation and policies at national and regional levels are formulated and implemented to promote and protect women's human rights

12. In 2005 UNIFEM supported legislative and policy change to strengthen gender equality through initiatives in more than 30 countries. These included support to securing passage of or implement gender equality laws and policies in seven countries; to passing, drafting and implementing laws to address violence against women in 10 countries; to strengthening the gender dimensions of HIV/AIDS policies in three countries; to engendering constitutional change in six countries; and to advocating the removal of discriminatory laws in seven countries. UNIFEM has also continued its policy advocacy to mainstream gender equality into PRSPs in 18 countries.

The Convention on the Elimination of All Forms of Discrimination against Women

13. The ratification of the Convention by 182 countries creates significant opportunities to support national efforts to align laws and policies with global and regional commitments. UNIFEM support to Convention-related reporting and implementation reached over 60 countries. Its regional programme in Southeast Asia provided technical inputs to a draft implementation decree for the 2004 law on protection and development of women in the Lao People's Democratic Republic, and applied Convention principles in the drafting of the gender equality law in Viet Nam. Programme partners have initiated legal reviews of economic laws in the Philippines and legislation relevant to women's electoral participation at national and provincial levels in Indonesia. Under the UNIFEM South Asia programme,

convergence and divergence between the Convention and personal laws are currently being identified in India, Bangladesh and Pakistan. Peer learning among individuals and countries is another core strategy that UNIFEM employs to strengthen Convention-related reporting and monitoring.

14. The results of two evaluations of UNIFEM support to strengthening Convention-related monitoring and implementation have demonstrated effective ways to engage civil society and governments in the process of fulfilling human rights commitments. The first examined the UNIFEM-supported project 'From Global to Local: A Convention Monitoring and Implementation Project', implemented in partnership with the International Women's Rights Action Watch, Asia-Pacific.

15. Since 1997 nearly 190 women, representing NGOs from more than 80 countries, have been trained to provide substantive inputs into Convention-related sessions and reporting processes. An evaluation of UNIFEM work in the Pacific Islands identified the facilitation of a 'mock session' prior to the Samoan attendance at the United Nations Committee on the Elimination of All Forms of Discrimination Against Women as a good practice in assisting the Government delegation to better understand the reporting process and to prepare for the United Nations hearing. Such sessions have been replicated in Thailand and Cambodia. The evaluation recommended that UNIFEM promote more sector-specific approaches to the implementation of the Convention through coordination with the work of relevant United Nations organizations, regional organizations and donors.

National plans of action and gender equality laws

16. The ten-year review of the Beijing Platform for Action affirmed that at least 120 countries now have national plans of action on gender equality. In 2005 UNIFEM supported the creation, approval or stronger implementation of national gender equality plans, policies and strategies in seven countries, namely, Brazil, Dominica, Jamaica, Kazakhstan, Montenegro, Uruguay and Venezuela.

17. Efforts are being invested in *supporting or strengthening* the capacity of countries to introduce gender equality laws, including in Moldova, where the draft gender equality law was prepared in accord with international and national standards. The delegation of parliamentarians and women's NGOs from Tajikistan who attended the UNIFEM-organized regional consultation on best practices in drafting and enforcing gender equality laws, in 2004, subsequently conducted extensive advocacy work to lobby for a draft law on equal rights and opportunities, which was adopted by the Parliament in 2005.

Sector-specific laws and policies

18. UNIFEM continued to focus in every region on furthering laws and policies related to addressing violence against women registering progress in at least 13 countries[1] Advocacy by NGOs and gender equality advocates in government, supported by UNIFEM and others, are resulting in legislative advances in the area of domestic violence. In 2005, domestic violence laws were passed by the lower house of parliament in India and by lawmakers in Bulgaria. In at least six countries (the Democratic Republic of the Congo, the Eastern Caribbean States, Ghana,

[1] Afghanistan, Armenia, Azerbaijan, Côte d'Ivoire, the Eastern Caribbean, Georgia, the Great Lakes, Israel / Occupied Palestinian Territory, Kosovo, Nepal, Senegal, Somalia, Sudan

Kazakhstan, Nigeria and Zimbabwe), UNIFEM supported efforts to present drafts laws for ratification. In Nigeria, UNIFEM funded the creation of a draft bill on domestic violence and is a member of the task force set up to review the local courts act.

19. In 2005, UNIFEM continued to work with national AIDS councils, UNCTs, gender equality advocates, and women affected and infected by HIV/AIDS, resulting in legislative reform related to gender equality and HIV/AIDS policies in Burkina Faso, the Dominican Republic, Kyrgyzstan, Mali, Senegal and Togo. In Senegal, UNIFEM supported parliamentarians to use the Convention as a framework to analyse existing laws and identify practices that discriminated against HIV-positive women, resulting in a gender-sensitive draft law for the protection of persons living with HIV/AIDS to be tabled in Parliament in 2006.

20. Requests for UNIFEM assistance to maintain and implement positive action for women's political participation continue to grow, with UNIFEM providing support in 23 countries in 2005, including in 10 post-conflict countries. UNIFEM continues to support opportunities originating from commitments to positive action in Afghanistan, the Democratic Republic of the Congo, Iraq, and other post-conflict countries, and supported new efforts in Ecuador (where a 20 per cent quota was obtained for women magistrates in 2005), Lesotho, South Africa, and Zimbabwe (in partnership with the SADC Parliamentary Forum).

21. UNIFEM-supported legal and policy change to reduce feminized poverty has focused on identifying groups of women workers and helping them advocate for provisions that protect their rights and enhance their livelihoods. The main focus has been on women in the informal economy, especially migrant workers in Asia and the Arab States, home-based workers in Asia, and indigenous and Afro-descendant workers in Latin America.

22. Now in its fifth year, the UNIFEM programme in support of women migrant workers' rights in Asia and the Arab States continues to show results. In Indonesia, a local law on the protection of migrant workers in Blitar is awaiting passage. Public awareness of legislation on placement and protection of migrant workers began in December 2005. In Nepal, a foreign employment bill and regulation was drafted, and a draft code of conduct for the Nepal Association of Foreign Employment Agencies has been agreed. The Ministry of Labour in Jordan is evaluating its internal regulations and investigating violations against women migrant workers, monitoring labour recruitment offices, and working closely with the Ministry of the Interior and the Police Department. Lebanon and Syria have shown interest in amending labour laws to include women migrant workers.

Policy changes related to resource allocation and PRSPs

23. UNIFEM has supported gender equality advocates in securing increased budgetary allocations within the context of new aid modalities, through PRSP processes and through advocacy with governments. Other changes in resource allocations have taken place largely within the context of work on gender-responsive budgeting, with a focus on building the capacity of ministries of finance, among others, to apply these tools to national and local budgets (see outcome 2).

24. UNIFEM launched an initiative to assist gender equality networks and organizations in Central and Eastern Europe (CEE) to master the new financial instruments that will guide European Union development aid as of 2007. Advocacy

by UNIFEM partners resulted in the inclusion of a reference to the need to allocate resources to gender equality programmes in the Instrument for Pre-Accession Assistance and the European Neighbourhood and Partnership Instrument.

25. In 2005 UNIFEM partnered with the Nigeria Institute of Social and Economic Research and others to support mainstreaming gender equality into the 'NEEDS/SEEDS' (national and state-level PRS) process. UNIFEM assisted the Government of Nigeria to develop gender-responsive guidelines for state governments, particularly with regard to allocation of resources; and is co-chairing a donor coordinating group, with negotiations ongoing to develop a basket funding mechanism to promote gender equality.

26. In Senegal, the UNIFEM-supported GRB initiative, housed within the PRSP Monitoring Unit, serves as a tool to link policy planning, PRSPs and MDGs with budgeting. The initiative has resulted in agreements for joint activities between UNIFEM and the Parliamentary Centre for the training and sharing of experiences in GRB among parliamentarians in the subregion and with the UNDP Subregional Resource Facility (West and Central Africa); and an agreement with Cheick Anta Diop University to produce methodological tools and analytical frameworks for five pilot sectors.

27. Advocacy activities supported by the Gender and Race Equality Programme in Brazil, which UNIFEM supports, resulted in an increase in the 2004 annual budget of the Special Secretariat for Policies for Women from R$8 million (US$3.6 million) to R$22 million (US$10 million) to R$24.6 million (US$11.15) in 2005.

B. Outcome 2: Mainstream institutions demonstrate leadership, commitment, technical capacity and accountability for gender equality

28. UNIFEM supports the long-term process of institutional change toward gender equality by strengthening capacity of national and local partners to institutionalize tools such as sex-disaggregated data (39 instances) and gender-responsive budgets (20 countries), and by building strong partnerships between government and NGOs. In 2005 UNIFEM contributed to positive institutional changes through partnership with an increasingly wide range of government ministries, including ministries of finance and labour, the judiciary, law enforcement, parliaments, national AIDS councils, and municipalities. UNIFEM is expanding its partnerships with other actors, including private-sector partners and faith-based groups. In 2005 UNIFEM significantly increased its influence in inter-agency needs assessments and peacebuilding initiatives.

29. Institutional change towards gender equality is a long and difficult process. The UNIFEM approach involves: (a) identifying in each context the specific institutions that offer the greatest potential for women's equal rights, justice and opportunities; (b) developing internal and external long-term partnerships for sustainable institutional change; and (c) building institutional capacity to enhance understanding of and accountability for gender equality. The table below highlights the number of existing and new policy-making institutions at local, national and regional level with which UNIFEM partnered in 2005.

Partners	Africa	Asia-Pacific/ Arab States	CEE/CIS	LAC
Government – miscellaneous and/or cross-sectoral[2]		11	12	3
Ministries of finance	1	5	1	2
Ministries of labour		5	1	
Ministries of planning	3	2		1
Ministries of education		5	2	
Ministries of telecommunications	1	1		
Ministries of justice judiciaries	5	5	1	
Parliaments	4	5	2	1
National AIDS councils	4	3	1	2
Municipalities/City councils	1	3	1	5
Police/Law enforcement	3	6	1	
Faith-based groups		2		
Trade unions		2	2	
Private sector partners	1	5		1
Regional organizations	4	1		2
Truth and reconciliation commissions	2			

30. The focus on MDGs, PRSPs and other aid modalities – coupled with calls for evidence-based advocacy – demands accurate and up-to-date local, national, regional and global data, disaggregated by sex. Though UNIFEM neither collects nor generates such data, in 2005 it worked as an advocate and facilitator to improve coordination in producing and commitment to using sex-disaggregated data as a basis for public policymaking in 31 countries. In many of these efforts, UNIFEM has worked in partnership with regional economic commissions and other United Nations organizations. In 2005, UNIFEM supported the national statistics institute of Mexico for the sixth time in hosting an annual gender and statistics/indicators workshop in Aguas Calientes, which attracts numerous Latin American countries (in this case, Central America, Peru, Bolivia, Colombia and Venezuela), as well as representatives from other parts of the world. The meetings have resulted in Mexico's supporting capacity-building in several Central American countries.

31. UNIFEM supports improved data on the incidence of violence against women, and the links between HIV/AIDS and poverty. Working at the subregional level, UNIFEM built on its ongoing work with seven countries in South Asia to forge an agreement at the gender database meeting of the South Asian Association for Regional Cooperation to begin harmonizing region-wide data on violence against women. In many regions, the issue of women's unpaid care work is increasingly seen as a policy issue needing greater attention. UNIFEM supported data-gathering on women's time-use needed for strategic policy recommendations in Tanzania, Ecuador, Chile, Mexico and Uruguay.

Gender-responsive budgets

32. Four years of intensive programming on gender-responsive budgeting (GRB) have demonstrated that changing resource allocations is possible, as UNIFEM has seen results at both local and national levels. UNIFEM has provided support on GRB in more than 30 countries over the past four years. The second phase of UNIFEM work on GRB will pilot focused strategies for strengthening institutions in

[2] Ministries of tourism, interior, investment, transport, health, human rights commissions, ombudsman's offices

a smaller number of countries to introduce sustainable change, and will build partnerships with other multilateral organizations to extend GRB support to a larger number of countries.

33. UNIFEM-supported GRB work has contributed to sustainable structural changes where finance and other ministries are instituting policies that ensure budgeting from a gender perspective, as is seen at the national level in Egypt, India, Morocco and Venezuela, and at the local level in Bolivia, Ecuador, India and Morocco. In Morocco, the first 'engendered' economic and financial report was produced; it accompanies the 2006 finance bill. A gender report, annexed to the economic and financial report, will serve as a baseline to measure progress towards GRB in the four ministerial departments (finance, health, education and agriculture). The UNIFEM collaboration with the National Council for Women and the Ministry of Finance in Egypt has resulted in resources for gender equality doubling, to LE3.257 billion (US$5.7 million) in the 2002-2007 plan. UNIFEM has also technically supported the establishment of an equal opportunity unit linked directly to the Minister of Finance.

The gender dimensions of HIV/AIDS

34. A creative partnership between UNIFEM and the Indian Railways – the third largest employer in the world – to incorporate gender-responsive policies and practices related to HIV/AIDS is registering concrete achievements: wives of men who have died of AIDS are being employed through the railways; workers living with HIV/AIDS facing harassment and stigma are being offered alternatives; individuals are increasingly demanding voluntary testing and antiretroviral drugs are being provided free of charge; and communications strategies are changing attitudes and redefining male responsibility shifting the debate from 'illegitimate sex' to 'safety in sexual relationships'. The project is a recognized model of public-sector intervention, and, with UNFPA, representatives of the Chinese Railways have visited the programme to look into possibilities for replication.

Reducing feminized poverty

35. In the Arab States and Africa, UNIFEM is linking government and private sector partners to enhance women's access to and control over the benefits of information and communication technologies (ICTs), particularly to address feminized poverty. The successful programme in Jordan with Cisco Systems has been scaled up, and replications are operating in Morocco and Lebanon. Private-sector partners – from Microsoft to Lego Robotics – are being drawn into the 'e-village' programme to expand economic opportunities in rural villages, including for women. The Cisco replication in Morocco involves the Ministry of Education, the Ministry of Professional Training, USAID, Cisco and UNIFEM. This is the first time that a United Nations organization has designed a nationwide programme with a private-sector company in the country. Ministries of labour are also increasingly becoming UNIFEM partners around issues of home-based workers and migrant women workers in Asia and the Arab States.

Eliminating violence against women

36. Combating violence against women requires solid institutional capacities and commitments from the law enforcement, justice and health sectors, along with partnerships with municipalities to make cities safe for women. Ministries of justice and the judiciary are key partners in this effort in Burundi, Nepal and Peru. In Nepal, as part of the anti-trafficking project, the National Judicial Academy has drafted minimum standards of victim-related judicial conduct and is training district judges to apply them. The National Human Rights Commission of Nepal has agreed to locate the national rapporteur on trafficking in their office. In the Southern Cone, UNIFEM supported Red de Mercociudades to strengthen the social and political participation of women to enable them to create safer public spaces. In Afghanistan, an inter-ministerial commission to eliminate violence against women has been established by a presidential order. Military and police in selected provinces of the Democratic Republic of the Congo have established mixed commissions on sexual exploitation and gender-based violence.

37. Multi-stakeholder initiatives are also important underpinnings for institutional change. UNIFEM is assisting the Government of Morocco to implement the reform of its personal status code (*Mudawnana*) through a multi-dimensional initiative to change the application of the law in the family courts. In Central America, UNIFEM support to parliaments led to an agreement to establish an inter-parliamentary network specifically to confront femicide in the region, linking to UNIFEM support to ISIS-Latin America to create a Latin-American database on femicide.

Strengthening women's participation in peace processes

38. In 2005 UNIFEM tracked 13 examples of its support to inter-agency initiatives on peace and security.[3] UNIFEM worked to 'engender' the response to the tsunami in South and Southeast Asia and Somalia, and to hurricane Ivan in the Caribbean in partnership with the Caribbean Development Bank. In 2005 UNIFEM participated in five United Nations - World Bank post-conflict needs assessments.[4] Somalia's joint needs assessment team adopted the UNIFEM gender equality methodology note and gender equality checklist, and subsequently included gender experts among the national expert group, appointed women as zonal co-coordinators, and enhanced attention to gender and human rights in the cluster analyses. Women's participation in the Peace and Reconciliation Conference for Somalia resulted in the incorporation of affirmative action for women's electoral representation in the transition charter.

39. Critical to sustainable strategies for mainstreaming gender equality in peace agreements are UNIFEM partnerships with regional organizations, particularly in Africa (such as the African Union, the Inter-Governmental Authority for Development, the Economic Community of West African States and the Economic Commission for Africa). For example, UNIFEM has continued to provide technical and financial support to gender mainstreaming in the International Conference on Peace, Security, Democracy and Development for the Great Lakes Region. A protocol on women's rights and sexual and gender-based violence was adopted at

[3] Afghanistan, Armenia, Azerbaijan, Côte d'Ivoire, the Eastern Caribbean, Georgia, the Great Lakes, Israel / Occupied Palestinian Territory, Kosovo, Nepal, Senegal, Somalia and Sudan

[4] Haiti, Iraq, Liberia, Somalia and Sudan

the technical level and awaits endorsement by the Heads of State during the 2006 Summit.

40. The extent to which UNIFEM is engaged with coordination mechanisms and processes and is influencing UNCTs for gender equality in line with the TCPR (A/59/RES/250) will be covered in the next chapter on Organizational Effectiveness.

C. Outcome 3: Gender equality advocates have knowledge and are positioned to spearhead and transform policies, programmes and resource allocations

41. UNIFEM initiatives build or facilitate enhanced capacities in national and regional networks of gender-equality advocates to secure gender-equitable policies, programmes and resource allocations. UNIFEM is increasingly focusing on specialized groups, such as networks of HIV-positive women, migrant women, indigenous women, rural women, women parliamentarians and ministries of women's affairs. In 2005, UNIFEM provided technical support to nearly 30 ministries of gender or women's affairs at the national level, as well as to networks bringing together ministers in Africa (in collaboration with UNFPA), Central America, the Commonwealth of Independent States (CIS), the English-speaking Caribbean and South Asia. It contributed to the establishment or strengthening of more than 50 national and regional non-governmental women's networks and multi-stakeholder groups advocating for women's rights, including through the United Nations Trust Fund to End Violence against Women.

Ministries of women's affairs

42. In Central America, UNIFEM is supporting women ministers from the region who have formed the Council of Women Ministers of Central America within the structure of the Central American Integration System, which was approved by the Presidents of Central America at their 26th Heads of State meeting. The Ministers agreed that placing women's interests on the region's economic agenda is their highest priority.

43. In Afghanistan, UNIFEM supported the Ministry of Women's Affairs to involve 25 other ministries in the development of a national action plan for women in Afghanistan. The action plan has been integrated into the planning process for the Interim-Afghan National Development Strategy (its first PRSP), and into the London Compact prepared for the January 2006 donors' conference.

Women candidates

44. In 2005 UNIFEM provided support to women as candidates and women parliamentarians in every region and in 16 countries[5]. As a result of the symposium held in Beirut, the Arab Women Parliamentary Network was established within the Women's Affairs Committee of the Arab Parliamentary Union. UNIFEM provided specific training to potential candidates and supported the mobilization of women candidates for both national and local contests. UNIFEM engaged in education of

[5] Afghanistan, Azerbaijan, Burundi, DRC, Ecuador, Fiji, Lesotho, Liberia, Nigeria, Paraguay, Samoa, South Africa, Sudan, Timor Leste, Venezuela, and Zimbabwe.

women voters in Liberia contributing to the election of the first African woman President, Ellen Johnson-Sirleaf.

Women's networks

45. UNIFEM is supporting networks of HIV-positive women in Cambodia, Cameroon, the Caribbean, the Dominican Republic, Ecuador, Honduras, India, Kenya, Mexico, Nigeria, Sierra Leone, West Africa, and a new pan-African network to enhance their policy advocacy. UNIFEM supported advocacy efforts of the Positive Women's Network of India, resulting in the national machinery for women and other ministries responding decisively to mainstream issues of women living with HIV/AIDS. The network is strengthening its work at the state and district levels, and has mainstreamed priorities in the next phase of the national AIDS plan.

46. UNIFEM is strengthening its cooperation with and support to networks of indigenous women, especially in Latin America and Central and Eastern Europe. In Brazil, UNIFEM is supporting an innovative partnership between Afro-descendant and indigenous women to build a common agenda against discrimination.

47. UNIFEM support and advocacy to change the gender balance and outcomes of peace negotiations and responses to natural disasters have intensified significantly over the past 10 years, with examples emerging in 2005 from Afghanistan, Armenia Azerbaijan, Côte d'Ivoire, the Eastern Caribbean, Georgia, the Great Lakes, Israel and the occupied Palestinian territory, Kosovo, Nepal, Senegal, Somalia, Sudan, and tsunami-affected countries. With many years of experience in these processes now in over 20 countries, UNIFEM has developed an approach that consistently yields gains for women's rights in peacebuilding. For example, in 2005 UNIFEM worked with women from the North and South of Sudan to develop a united agenda and to present a joint statement of recommendations to the Oslo donors' conference.

48. In 2005, UNIFEM was asked by Israeli and Palestinian women leaders to organize a dialogue between them to identify their common priorities for peace, which resulted in the formation of an official international women's commission to support a just and sustainable Israeli-Palestinian peace. The commission was endorsed by a decree from the President of the Palestinian National Authority, while the Israeli Knesset endorsed the participation of women in the peace process.

49. UNIFEM works to expand women's earning potential by linking this to PRSPs and other elements of macroeconomic reform. In addition, UNIFEM supports women's entrepreneurial activity at the ground level. Activities are taking place in Jordan, Lebanon, Morocco; Burundi, Cameroon, Rwanda, Zambia; India and Laos. In post-tsunami Aceh, UNIFEM provided local women's groups with direct assistance to rebuild their businesses. The UNIFEM team in Aceh is using this experience to ensure gender mainstreaming in larger microcredit institutions as women articulate the need for access to larger credit facilities.

50. Expanding the influence of women to advocate for greater access to justice remains high on the UNIFEM agenda. In Southern Africa, a court digest has been developed, with UNIFEM support, which will be used to raise the profile of women judges and equip them for leadership roles in their respective judiciaries and justice delivery systems.

D. Outcome 4: Harmful and discriminatory attitudes and practices change to promote and protect the rights of women and girls

51. In 2005 UNIFEM worked to increase the reach of media organizations and professionals to generate messages and stories in support of gender equality in 23 countries, as well as through three subregional initiatives. It has contributed to strengthening establishing more than 30 institutional mechanisms that directly address gender-based violence. It supported a number of efforts in all regions to address gender disparity in wages, including through support to migrant women workers, women's access to ICTs, and increasing entrepreneurs' access to markets.

52. UNIFEM contributes its technical expertise and funds to United Nations partnerships in support of national elections. The Iraq national constitution and referendum awareness campaign complemented an extensive direct outreach and training, that UNIFEM supported, which contributed to a 60 per cent voter turnout. A United Nations-supported media campaign in the Democratic Republic of the Congo included a component to encourage women's participation in a referendum to include gender-equality provisions in the constitution and electoral law. It employed a mix of media, reaching over 20,000 people. Sixty per cent of the voters were women.

53. Winning the hearts and minds of a broad general public – young men, law enforcement, and women and girls themselves – is central to reducing violence against women and girls. Annual vehicles for this work include the International Day to End Violence against Women and the '16 Days of Activism to End Violence against Women' (25 November to 10 December), celebrated by thousands of groups and in hundreds of countries worldwide. Coordination is organized through women's human rights networks and increasingly taken up by gender theme groups at the country level.

54. Since 2004, UNIFEM has been working closely with Full Jazz, a women-owned advertising company in Brazil, to create publicity pieces to raise funds to combat violence against women through a national trust fund. In 2005 the campaign raised $45,000 in local contributions.

55. UNIFEM support to institutional mechanisms and outreach to new constituencies to reduce gender-based violence included work with law enforcement, justice systems, service providers, multi-stakeholder partnerships, men's networks and faith-based institutions. UNIFEM supported women's networks to provide training on preventing and responding to domestic violence cases to police in the Democratic Republic of the Congo, Rwanda, Sierra Leone, and India. UNIFEM is working to improve the conditions of shelters in Afghanistan and Peru and with men's groups in Grenada, India, Kazakhstan, and Nepal. In South Asia, UNIFEM is developing innovative partnerships with inter-faith religious leaders on the supportive role of men in addressing violence against women, resulting in religious leaders advocating steps to reduce it in their regular sermons. This process is being scaled up in India, Bangladesh and Nepal.

56. Challenging the attitudes and stereotypes that perpetuate women's unequal remuneration for their labour has permeated a number of UNIFEM initiatives, particularly in CEE/CIS, Asia and the Arab States. UNIFEM works to strengthen evidence-based advocacy, support collective action and build women's capacity to enhance their income power through partnerships with the International Labour

Organization (ILO), the World Bank, regional economic commissions and local research institutions.

57. In the CEE/CIS region, UNIFEM produced a study, *The Story Behind the Numbers*, which provides a more nuanced picture of women's economic situation in the region as a backdrop for national efforts on the MDGs, questioning what gender equality means when both men and women have few opportunities in labour markets. The bi-annual *Progress of the World's Women, 2005*, makes a strong case for assiduously documenting and supporting women's participation in the informal economy as a key strategy for poverty reduction, and incorporating more targets and indicators related to women's employment in national MDG reports.

Challenges and future priorities

58. Over the past eight years, UNIFEM has strengthened its focus on supporting countries to achieve policy and legal change or strengthening, in alignment with the Convention on the Elimination of All Forms of Discrimination against Women and other normative agreements. Evaluations and assessments have demonstrated that this needs to be paired with a strong focus on addressing customary and traditional laws, particularly at local levels. This is an emerging area of programming for UNIFEM in 2006.

59. The aid-effectiveness agenda promises new modalities, opportunities and challenges for gender equality, but the voices and perspectives of gender equality experts and advocates have largely been absent from the agenda-setting process. UNIFEM first convened with the European Union on this topic in November 2005, beginning a process full of potential and threats. Sharpening the UNIFEM strategy on mainstreaming gender equality into aid effectiveness is a high priority for 2006-2007.

60. Despite the larger numbers of United Nations organizations working on ending violence against women, a coordinated, unswerving and effective response to this crisis from the multilateral system – especially in conflict and post-conflict areas – remains elusive. UNIFEM has been working with other United Nations partners in all regions to address this gap, but progress has been slow. In 2006, UNIFEM will continue to work with UNDP, UNFPA, the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and NGO partners to step up action on addressing rape in conflict situations, and will also deepen work with sister agencies to strengthen knowledge and investment in effective strategies for reducing violence against women. UNIFEM is partnering with the World Bank to develop evaluation guidelines of the results of grants from the United Nations Trust Fund to End Violence against Women.

61. Expanding UNIFEM support to efforts to improve use of data and statistics as a basis for more gender-responsive policies and programmes at the national level will require greater focus and linkages to concrete results. Support is often in response to requests and opportunities emerging from programming related to MDGs, PRSPs and UNDAFs. UNIFEM is finalizing a review of its data and statistics work to devise a strategy built on effective partnerships with United Nations organizations, national statistics institutes and others.

62. UNIFEM reporting on outcome 4 of its MYFF remains the weakest aspect of its work. Additionally, most UNIFEM programmes have not collected the base-line

data that facilitates understanding of changes in attitudes and practices. Initiatives to improve implementation and reporting on outcome 4 will take place in 2006-2007.

III. Organizational effectiveness

63. The five performance goals in the framework approved by the Executive Board (DP/2004/5) are used to track progress towards greater organizational effectiveness of UNIFEM in the context of the MYFF.

A. Goal 1: Coherence, relevance and sustainability of UNIFEM products and services recognized

64. In reporting on this goal, UNIFEM reviews the extent to which its products and services respond to opportunities and demand; how its capacity and timeliness in monitoring and tracking results are changing; the extent to which its innovations are replicated or scaled up; and how learning from evaluation and knowledge management systems influence programme strategies and directions.

65. In 2005 UNIFEM tracked 19 instances of replication or scaling up, compared to 28 instances in 2004.[6] Governments, United Nations organizations and NGO partners are the primary constituencies that replicate or scale up UNIFEM-supported initiatives. In 2005, UNIFEM provided technical advice to the secretariat of the New Partnership for Africa's Development to develop a plan of action to involve women in 'engendering' the African Peer Review Mechanism. This will be replicated by the African Union throughout the region. The process used by Nigeria to 'engender' the National AIDS Council through capacity building is being scaled up through the West Central Africa SURF with the goal of 'engendering' national and regional HIV/AIDS policies.

66. UNIFEM continued to promote better content and dissemination of electronic products, for example, by revamping its website (which had 17.7 million hits in 2005). Obtaining reliable and up-to-date information on the relevance of its programmes from high quality evaluations – and using the findings to improve performance – is a high priority for the organization, which undertook seven evaluations in 2005, still noting the need to strengthen this function. To improve results-oriented reporting and evaluation, UNIFEM finalized a rights-based 'Essential Guide to Results-Based Management' and a core group was established to act as a dynamic network of internal RBM resource persons.

67. The resolution on UNIFEM (A/RES/60/137) adopted by the General Assembly in October 2005 was an important recognition of UNIFEM efforts and contributions.

B. Goal 2: Capacity of UNIFEM programmes aligned with demand and opportunities to introduce and support innovation, learning and results

68. UNIFEM tracks its influence in United Nations reform processes, including MDGs; CCA/UNDAFs; PRSPs and aid-effectiveness processes; its role in the

[6] In 2004 numerous projects were completing their programme cycle, as compared to those in 2005 that were in their first stages, accounting for the slight decline in examples in this category.

United Nations Development Group (UNDG) and UNCTs. It aligns its work with the recommendations related to strengthening action on gender equality contained in the TCPR (A/59/RES/250), and assesses the extent to which these processes become platforms for strengthening commitments to and investments in women's empowerment. UNIFEM stepped up its activity in all these processes in 2005.

69. UNIFEM assumed the chair of a UNDG task force on gender equality formed as a follow-up to the TCPR resolution, with a 5-point work plan and involvement of 13 United Nations organizations. The task force has reviewed of the last generation of CCA/UNDAFs and undertaken field-based reviews in three countries as part of its work plan, as well as a review of resident coordinator annual reports for 2004 and a review of accountability mechanisms embedded in the policy and programming guidance of the four United Nations Executive Committee agencies and ILO. The findings of these will form the basis of recommendations for a common approach to strengthening accountability for gender equality programming and policies of the UNCTs and will be shared with the UNDP Principals.

70. In 2005, UNIFEM contributed to CCA/UNDAF processes in 37[7] countries (compared to 14 in 2004), to MDG processes in 32[8] (compared to 15 country and five regional initiatives in 2004), to inter-agency initiatives on peace and security in 13, and chaired 15 gender theme groups (compared to 11 in 2004)[9] while participating in numerous others where there is no UNIFEM office.

71. UNIFEM work on CCA/UNDAFs is most meaningful when it leads to commitment to and resources for gender equality, as it did in Uganda where the inclusion of specific gender-related outcomes and outputs in the results matrix facilitated the development of a UNIFEM/UNDP joint programme on sexual and gender-based violence. With respect to the UNCT, several resident coordinators have requested UNIFEM support to undertake gender audits or reviews of UNCT performance, including in Morocco and Zimbabwe. Results of the audit in Zimbabwe have generated a request by the new deputy representative of UNFPA for UNIFEM to do the same for the Mozambique UNCT.

72. Within the UNCTs, UNIFEM chairs or co-chairs inter-agency thematic and working groups on gender, as well as theme groups on HIV/AIDS, poverty, governance and data. The activities of the gender theme groups are in many cases lowering transaction costs for governments by advocating for a more harmonized approach by the United Nations to support gender equality plans and mechanisms, as has been the case in Zimbabwe, Kazakhstan and Kosovo. To increase the capacity of the gender theme groups to mainstream gender equality into United Nations reform, UNIFEM led an inter-agency group in New York which produced "A Resource Guide for Gender Theme Groups", which was circulated to UNCTs by the

[7] Eritrea, Ghana, Niger, Senegal, Tanzania,Uganda, Zimbabwe; Bangladesh, Bhutan, Egypt, Jordan, Lebanon, Morocco, the occupied Palestinian territory; Belize, Colombia, Ecuador, Honduras, Mexico, Suriname, Venezuela; Afghanistan, Laos, Cambodia, Indonesia, Kyrgyzstan, Kazakhstan, Thailand, Vietnam; Barbados, Burundi, Central African Republic, Liberia, Nigeria, Rwanda, Sierra Leone and Guyana.

[8] Azerbaijan, Kyrgyzstan, Kazakhstan, Kosovo, Tajikistan, Morocco; Bhutan, Eritrea, India, Kenya, Mauritania, Mozambique, Senegal, Zambia, Zimbabwe; Cambodia, China, Egypt, Nepal; Argentina, Barbados, Bolivia, Brazil, Colombia, Ecuador, Guatemala, Mexico, Nicaragua, Paraguay, Peru, Uruguay and Venezuela.

[9] Colombia, Ecuador, Fiji, Haiti, Honduras, Mexico; Kazakhstan, Kosovo, Kyrgyzstan, Russian Federation, Morocco; Liberia, Nigeria, Sierra Leone and Zimbabwe.

Development Group Office and was used to train 45 UNCTs with support from UNDP and UNIFEM.

73. UNIFEM leadership of gender theme groups provides opportunities to rally the UNCT around joint initiatives, even where UNIFEM lacks presence. In China, UNIFEM is managing a gender facility fund at the request of the Resident Coordinator that brings together all United Nations organizations in soliciting and supporting proposals from Chinese organizations.

Approaches to mainstreaming a gender perspective in the MDGs

74. With regard to influencing MDG processes at national, regional and global levels, 'Pathway to Gender Equality' (co-published by UNIFEM and the German Agency for Technical Cooperation in 2004) – which has now been disseminated in more than 10 languages – made the policy case for bringing the MDGs and national development strategies into line with the requirements of the Convention on the Elimination of All Forms of Discrimination Against Women and the Beijing Platform of Action. This has influenced programming on the ground, as in Kyrgyzstan, where the MDG project that UNIFEM executed for UNDP adopted harmonized gender indicators for monitoring commitments to the Convention, the Beijing Platform and MDGs, and contributed to a stronger gender equality perspective in the second MDGR and PRS.

75. A two-year, five-country UNDP project executed by UNIFEM has demonstrated innovative approaches to bringing a stronger gender equality perspective to MDG processes. In Cambodia, strengthened partnerships between civil society, unions, women's groups, government and United Nations partners have enhanced gender mainstreaming in the national strategic development plan and the updated Cambodian MDG report. In Kenya, results from dialogues with poor women have fed into government initiatives on PRSPs, the CCA/UNDAF, and the costing exercises of the Millennium Project. In Morocco, the pilot project launched an 'engendered' MDG report and is now focused on gender-responsive MDG costing implemented by Ministry of Finance, which in turn has increased the gender-equality content of the CCA/UNDAF. The pilot project in Peru focused on the MDG campaigning activities of the UNCT, using media outreach resulting in increased actions related to MDGs, especially among women's networks, youth, academia, and public officials.

C. Goal 3: Strategic partnerships generate new and expanded constituencies and learning for gender equality

76. UNIFEM partnerships with Member States and women's networks are covered in other sections of this report. This Goal refers, primarily, to strategic partnerships with multilateral, international NGO and private sector partners.

Multilateral organizations and international NGOs

77. UNIFEM stimulated critical dialogue on the gender-equality dimensions of aid effectiveness through its partnership with the European Union, holding a joint meeting in Brussels in November 2005, 'Owning Development: Promoting Gender Equality in the New Aid Modalities and Partnerships'. The results of that first meeting were fed into a joint meeting of the OECD-DAC gender network and the Inter-Agency Network on Gender Equality in early 2006 and are informing

networks and entities working on women's human rights so that they can become key interlocutors as aid-effectiveness policies and practices are rolled out.

78. In 2005, UNIFEM was executing 18 projects for UNDP as compared to 10 projects in 2004. UNDP country offices reported on 95 instances in 75 countries of partnerships with UNIFEM in 2005. The Evaluation of gender mainstreaming in UNDP (DP/2006/5) reported that 70 per cent of country offices cited "effective or very effective" cooperation between the two organizations. In 2005, the new Administrator appointed the UNIFEM Executive Director as a full member of the Strategic Management Team.

79. UNIFEM is partners in over 40 inter-agency initiatives at both field and headquarter levels. It continues to have strong partnerships with UNFPA and UNICEF, including on ending violence against women, gender and HIV/AIDS, and gender-responsive budgeting. A particularly innovative area that emerged in 2005 was the collaborative work on the prevention of gender-based violence, an initiative spearheaded by UNIFEM, UNDP, UNFPA, WHO and civil society partners.

80. Stronger partnerships with new United Nations organizations emerged in 2005, including with the United Nations Office on Drugs and Crime on the issue of HIV/AIDS among women drug users in India; the International Telecommunications Unit in Senegal; FAO on food security in the context of HIV/AIDS; UN-HABITAT on safe cities for women; IFAD on reaching rural poor women; and ILO on informal-sector employment for women. Concrete initiatives have emerged with the World Bank on MDG Goal 3 and ending violence against women. UNIFEM has also expanded private sector partnerships, including with Johnson & Johnson (supporting the United Nations Trust Fund to End Violence against Women), Calvert Investment Group, and Cisco Systems (in the Arab States).

81. UNIFEM is developing partnerships with ActionAid in Africa on HIV/AIDS and in Asia on women's access to land resources; with Eurostep and the Open Society Institute in Europe to link gender equality advocates from CEE/CIS with changes in European Union funding modalities for accession countries; with the National Democratic Institute on women's political participation; and with CARE International in a programme to be funded by the Department for International Development (DFID) and coordinated by the Institute of Development Studies on "drivers of women's empowerment".

D. Goal 4: Management and administration of financial and human resources aligned with commitment to excellence, empowerment and rights

82. In 2004, UNIFEM and UNDP finalized updated operational guidelines to underpin administrative and financial accountability, service provision, and procedures between the two organizations. In 2005, the focus was on finalizing the specific areas of authority and accountability needed to ensure effective, efficient programming, particularly in the light of new capacities made possible by the Atlas system and management reforms being instituted through the United Nations reform process. In 2005, the two organizations finalized the establishment of the UNIFEM Management Oversight Committee to safeguard the accountability of the Administrator; moved towards a new audit regime for UNIFEM; built staff

capacities in Atlas and other administrative and financial competency areas; and worked on realigning structures, systems and processes.

83. In 2005, significant focus was placed on strengthening cooperation between UNIFEM and UNDP in the UN or UNDP regional centres, focusing on Bratislava and Johannesburg. UNIFEM moved its sub-regional office from Harare to Johannesburg to facilitate a stronger partnership. While joint programming has been formulated in both sub-regional offices as a result, clarification over financial responsibility is required.

84. The revised guidelines between UNDP and UNIFEM stipulate that service level agreements (SLAs) for cost recovery arrangements be negotiated and finalized between the two parties. At the time of reporting six agreements were signed and four others were under negotiation.

85. During the last quarter of 2005, a UNIFEM task team worked with a UNDP management consulting team to conduct functional analysis and identify priorities for alignment in the context of simplification and harmonization measures. UNIFEM will prioritize the strengthening of its human and operational capacities in the first part of 2006.

86. UNIFEM is using Atlas more effectively in day-to-day operations. Atlas has largely clarified the respective roles of UNIFEM subregional programmes and UNDP country offices in administrative and finance actions.

E. Goal 5: Larger, more diversified and more reliable resource base supports capacity of UNIFEM to meet opportunities and commitments

87. Overall, UNIFEM total income reached a record high of $57.6 million, compared with a total income of $51.1 million in 2004. UNIFEM exceeded its overall MYFF target for the year of $43.4 million. 2005 core contributions stood at $22 million, against the $25.4 million anticipated in the UNIFEM MYFF. Core contributions were lower than the $23.2 million secured in 2004.

	Projected 2005*	Actual 2005*	Actual 2004*
Core	25.4	22.0	23.2
Non-core	15.0	31.6	25.9
Miscellaneous	2.0	4.0	2.0
Total	42.4	57.6	51.1

**In millions of dollars.*

88. A total of 42 bilateral donors contributed to UNIFEM core funds, compared to 43 in 2004, reflecting increased support from some donors and reductions from others.

89. Seventeen Governments increased their contribution, including Andorra, Australia, Bangladesh, Czech Republic, Finland, Guyana, Ireland, Luxembourg, Mexico, New Zealand, South Africa, Spain, Sweden, Switzerland, Singapore, Turkey and the United States. The Governments of Azerbaijan and Syria became

new donors, and the Government of Pakistan resumed as a contributor to core resources.

90. Real growth resulted from the significant increase in cost-sharing and Trust Fund agreements. Actual amounts received were $27.7 million in 2005 compared to $20.00 million in 2004 for cost-sharing and $3.9 million in 2005 compared to $5.9 million in 2004 for Trust Funds.

Challenges and future priorities

91. The significant rise in the numbers of CCA/UNDAF and MDG processes to which UNIFEM has contributed in 2005 is an indicator of how UNIFEM staff are expanding access to technical expertise for governments and UNCTs. Yet staff report that these processes often require a high degree of input while generating too few gender-equality benefits. A rigorous review of efforts to date, better internal policy guidance, and identification of specialized staff for this work are needed to increase the return on investment.

92. UNIFEM recognizes the need to improve capacity and output in documenting and marketing innovations to support gender equality and women's rights that can be scaled up and replicated. It is taking several steps in this direction: (a) Strengthening its evaluation capacity to be able to back up its claims of what works with more rigorous evaluation data; (b) Participating in a cross-regional research programme on 'women's empowerment drivers' sponsored by DFID, housed at the Institute for Development Studies, and partnering with research institutes in Bangladesh, Brazil, Egypt and Ghana; (c) Focusing more systematically on innovation and impact, including through a potential partnership with the World Bank and the launch of an 'innovation institute' with UNDP and other United Nations partners.

93. While progress has been made on the recommendations of the assessment commissioned by the Consultative Committee and on the programmatic partnership with UNDP, key actions are still needed in critical areas. The United Nations reform process offers important opportunities to address these actions; to increase the authority, status and resources of UNIFEM to strengthen the ability of the United Nations system to deliver greater gender equality expertise and advocacy, and to achieve greater coherence, especially at the level of the UNCT to assist countries to realise their gender equality commitments in the context of national ownership.